

# STATE

state.gov/statemag  
June 2016

# MAGAZINE

**FOCUS ON**

## Two Posts, Six States, Seven Languages

**Year of events marks  
DSS centennial anniversary**

**Mission Mexico practices  
midlevel mentoring**



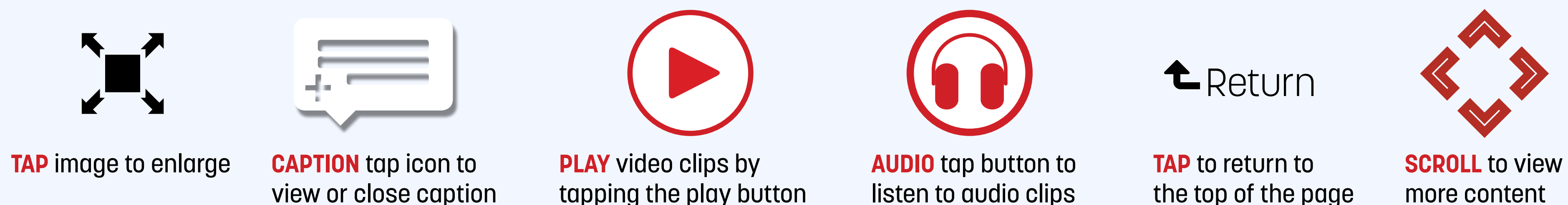


# Navigating through STATE magazine: How to use this issue

Tap once anywhere on your screen to reveal navigation bar and menu. Tap again to close.

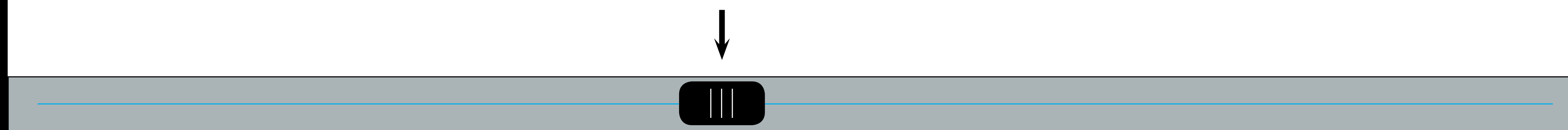


In this issue you will find the icons below throughout to help navigate, swipe and scroll through it all.



- As a general rule, red graphics signal interactivity, but any button with a corresponding icon will behave accordingly. Tap them any place you see them.
- In the Table of Contents and on the cover, all titles can be tapped to jump directly to an article.
- Swipe up or down to advance pages within articles.
- Swipe to the left to advance to the next article, or to the right to go back to the previous.

Drag the scrubber bar to find an article in a mini-display window. Lift your finger to see a full-screen view.



Tap once anywhere on your screen to reveal navigation bar and menu. Tap again to close.



Tap Headlines To Navigate

## Features

### Export Experts

Office oversees defense trade licensing

### The Big One Hundred

Year of events marks DSS centennial anniversary

### Child to Work Day

Youths get firsthand look at workplace

### Intro: South India

Two Posts, Six States, Seven Languages

### Hyderabad

Opportunities abound in the City of Pearls

### Chennai

Building connections in ever-changing metropolis

### Women's Ally

FWP serves Mission Germany well

### Cultivating Leaders

Mission practices midlevel mentoring

### Job Sharing

Managers get two for price of one

### No Limits

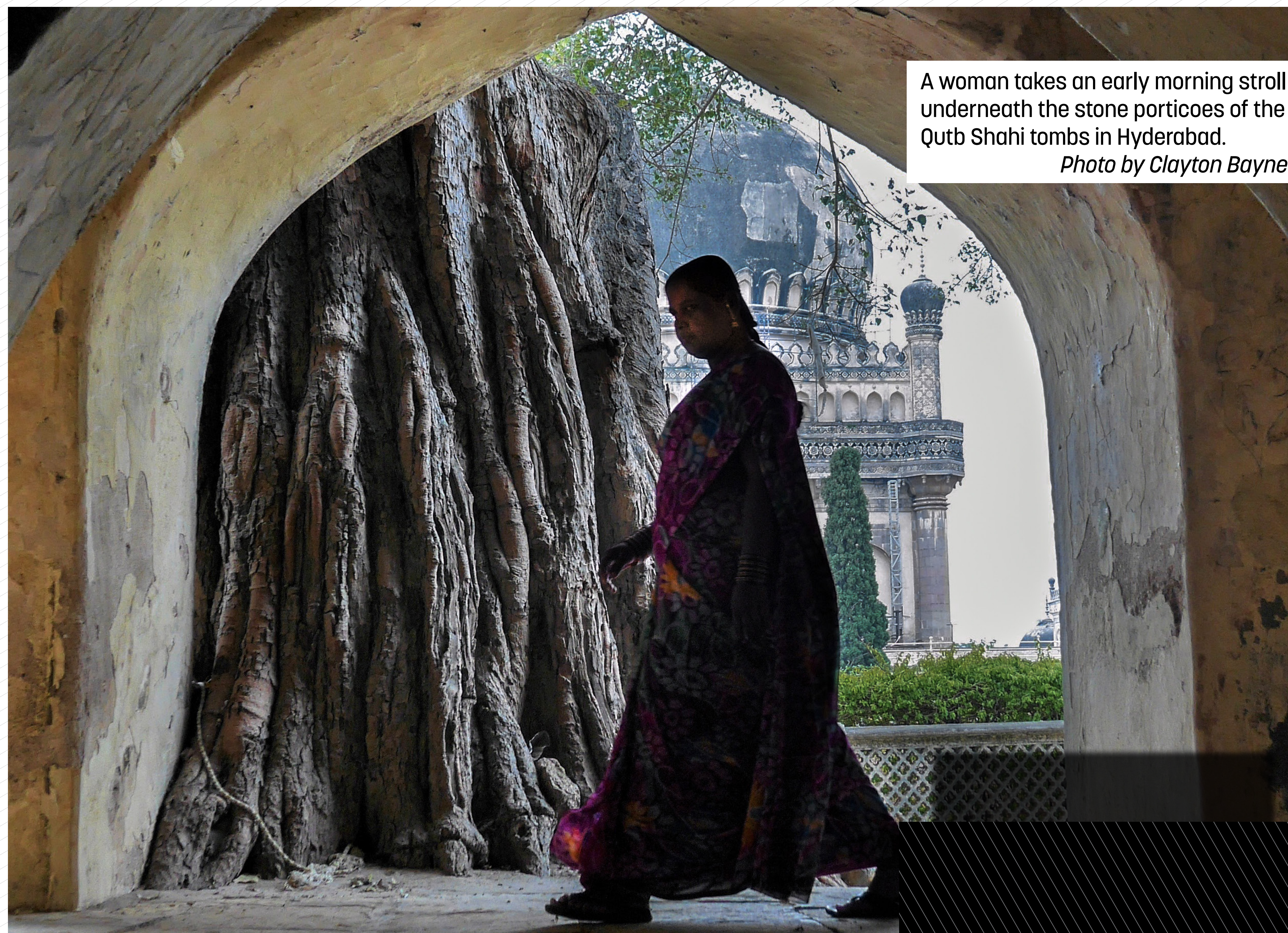
People with disabilities excel in workplace

### Eco Champions

Council announces greening award winners

### Face-to-Face

Department leaders share insights



A woman takes an early morning stroll underneath the stone porticoes of the Qutb Shahi tombs in Hyderabad.

*Photo by Clayton Bayne*

## Columns

In the News

From the DG

Diversity Notes

Leadership Podcasts

Medical Report

Lying in State

In Brief

In Memoriam

End State

### On the cover

A man walks through a sea of birds at Marina Beach in Chennai.

*Photo by Aravindan Ganesan*



# STATE MAGAZINE



Isaac D. Pacheco  
**Editor-in-Chief**  
pachecoi2@state.gov



Ed Warner  
**Deputy Editor**  
warneres@state.gov



Michael Hahn  
**Associate Editor**  
hahnmg@state.gov



Luis A. Jimenez, Jr.  
**Art Director**  
jimenezla@state.gov

## Submissions

For details on submitting articles to *State Magazine*, request guidelines by email at [statemagazine@state.gov](mailto:statemagazine@state.gov) or download them from [state.gov/statemag](http://state.gov/statemag).

2401 E Street NW, Room H232  
Washington DC 20037  
[statemagazine@state.gov](mailto:statemagazine@state.gov)

*State Magazine* does not purchase freelance material.

## Deadlines

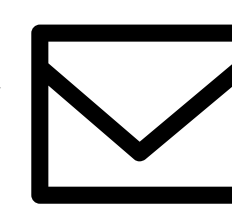
**The submission deadline for the September issue is July 20.  
The deadline for the October issue is August 20.**

*State Magazine* is published monthly, except bimonthly in July and August, by the Bureau of Human Resources at the U.S. Department of State. It is intended for information only and is not authority for official action. Views and opinions expressed are not necessarily those of the Department of State.

The editorial team reserves the right to select and edit all materials for publication.

## Editorial Contributions

Unsolicited artwork and manuscripts are not accepted, and publisher assumes no responsibility for return or safety of unsolicited artwork, photographs, or manuscripts. Query letters may be addressed to the deputy editor or [statemagazine@state.gov](mailto:statemagazine@state.gov)







Youth take part in a MWF alumni regional workshop in January.  
*Photo by Sani Ayoubu*

## Digital Effort Seeks to Get Out the Vote

There was a record turnout in February in Niger's legislative and first-round presidential elections, especially among youth and women, and one reason was the digital engagement undertaken with these key groups by the U.S. Embassy in Niamey.

Niger has the highest birthrate in the world: Nearly 2 million new voters have come of age since the last election in 2011. However, a majority of the population, youth and women, are severely underrepresented in politics. Therefore, Embassy Niamey created a digital campaign to encourage women and youth to participate peacefully in the elections. The public affairs section (PAS) partnered with the Bureau of International Information Programs and the Young African Leaders Initiative (YALI) Network to send a series of weekly emails to Niger's 2,000 YALI Network members highlighting how young women and men could become politically active. The emails included basic information on voter registration and encouraged recipients to discuss the elections on social media.

These messages were amplified on the embassy's social media platforms and shared by alumni of the post's Mandela Washington Fellowship (MWF). The alumni also received PAS and Office of Alumni Affairs support to conduct elections outreach. MWF alumni combined regional workshops with an elections monitoring website and mobile application that allowed average citizens to report electoral violence or irregularities.

This initiative inspired youth leaders in neighboring Benin to create a similar platform in preparation for their nation's elections. MWF alumni were also invited to participate in a USAID-supported elections monitoring situation room where their mobile app was used to report on real-time developments throughout Election Day.

U.S. Embassy Niamey intends to continue this engagement with MWF alumni to adapt the application to track how politicians implement their platforms. ■







Skateboarder Neftalie Williams helps children improve their balance on the skateboard.  
*Photo by Jean-Paul Horsch*

## Sports Support Refugees' Integration

In support of local efforts to deal with the refugee crisis in Europe, the U.S. Embassy in The Hague turned to a nonpolitical and unifying force—sports. The embassy worked with the Sports United division of the Bureau of Educational and Cultural Affairs to bring Neftalie Williams, a skateboarder and lecturer on sports diplomacy at the University of Southern California, and Zola Solamente, a former U.S. women's national soccer team player, to the Netherlands for a sports program in Eindhoven March 30–April 3.

Eindhoven, the nation's fifth largest city, is grappling with a large influx of refugees. Therefore, the post collaborated with the city government, local schools, sports clubs and an NGO working with troubled youth to design a program in which more than 100 local kids and 40 young refugees participated. They spent two days with the U.S. envoys honing their soccer skills, learning to skateboard, riding BMX bikes and showing their urban dance moves.

“Sports are a powerful force for bringing young people from diverse communities together,” said Chargé d’Affaires Adam Sterling. “Our American envoys are helping to connect young refugees in Eindhoven with local kids, sports clubs and community organizations to start conversations that we hope will become lasting.”

The activities helped break through barriers, as youths who were clustered in disparate groups at the beginning of the events were totally integrated by the end. Over the period, they played on soccer teams, helped each other skate, ate lunch together and connected on social media.

“Omar showed me his YouTube channel and I now follow him on Instagram,” one Dutch high school student told her friend, speaking of a teenage refugee from Syria. “Cool,” was the reply, “he’s cute.” ▣







Special Representative for Global Partnerships Andrew O'Brien delivers the welcoming remarks at the GPW Global Partnerships Practitioners Forum.

*Photo by Aldrinana Leung*

## Week Celebrates Collaboration

From March 7–13, the Secretary's Office of Global Partnerships (S/GP) held its annual Global Partnerships Week (GPW), which recognizes public-private partnering's role in diplomacy and development. This year, the Department partnered with USAID's Global Development Lab, Concordia and PeaceTech Lab to organize events and activities to encourage cross-sector collaboration on global challenges.

The week began with the Global Partnerships Practitioners Forum at the U.S. Institute of Peace in Washington, D.C., under the theme "Innovators, Changemakers, and Disruptors: New Ideas in the Partnerships Landscape." Practitioners from all sectors discussed best practices in partnership building, especially as the sector continues to evolve, and a panel examined how to engage the tech sector. Department of State, USAID and National Security Council officials and others gave lightning talks on the future of partnerships, and CIA Director John Brennan spoke of his agency's approach to partnerships and innovation in a keynote address.

The week also featured more than 30 self-organized events held throughout the United States, abroad and online. Several highlighted International Women's Day, including a webinar on the successes of the first-ever WiSci Girls' STEAM Camp partnership in 2015. Engaging with diaspora communities was a big theme, including a USAID panel on "Diaspora, Disasters, and Partnerships" and two webinars by the International diaspora Engagement Alliance (IdEA). Online events included a Twitter chat on innovation with the Intersector Project and GPW partners, a Google Hangout preview of S/GP's Wonk Tank competition this spring, and more.

More from GPW, including a blog series, photos and video, and the 2016 State of Global Partnerships Report, is available online. ■







Ambassador Mike Hammer, at right, presents RSO Deputy Special Agent Training certificates to children attending the safety event, with assistance from Assistant Regional Security Officer Steven Schotte, at rear, whose office organized the event.

*Department of State photo*

## Embassy Holds Kids' Safety Day

The Regional Security Office (RSO) of the U.S. Embassy in Santiago in February held a safety information event involving more than 75 children and covering safety inside and outside one's home, fire and health safety, earthquake preparedness and how to recognize Chilean security officials. The children received "go bags" with emergency supplies and a mock U.S./Chile passport with a page bearing the official agency insignia of each participating organization.

The Chilean National Police provided a safety briefing, canine demonstration and a 25-piece marching band, while the nation's Investigative Police led a briefing on kidnapping, a biometric subscription service for children (to assist if they go missing) and held its own canine demonstration. The local primary health care provider brought its mascot, an ambulance display and a health safety presentation, and the local fire company deployed a fire truck for children to try on gear and test the hoses. The Ministry of Interior and Public Safety gave a briefing about natural disasters and family preparedness.

The embassy supplied a table for children to practice radio calls, an Internet safety briefing and a printout of the children's vital information, which parents can use in an emergency for immediate police assistance. The children's biggest challenge came from Marine Security Detachment Gunnery Sgt. Chamnane Ung, who led them through an embassy patrol that included gearing up, traversing a tunnel, and seeking out and shooting a "bad guy" role player with water guns.

Ambassador Mike Hammer thanked participants and gave them RSO Deputy Special Agent Training certificates. ■







At the Laredo event, Director General Chacon talks to a reporter from the local NBC/Telemundo affiliate about career opportunities.

*Photo courtesy of Steve K. Harmon*

## DG Reaches Out to Hispanic Students

In March, Director General (DG) Arnold Chacon and the director of the Office of Recruitment, Derwood Staeben, joined Rep. Henry Cuellar of Texas at Texas A&M University-Laredo to promote foreign affairs careers.

Cuellar said, “It is vital that we encourage greater diversity, especially among Hispanics, in the workforce at the State Department and across the federal government.” Chacon said the trio had come “to recruit diverse, talented men and women who can effectively carry out the Department’s mission of shaping a peaceful, prosperous, just and democratic world.”

The group met with university faculty and staff, and members of the community. The DG also visited the Department’s recruiting table at the university’s career fair, and spoke to a group of more than 100 students, seeking to inspire talented, diverse candidates to consider Department of State careers. (U.S. News and World Report ranks the university first in the nation with the highest Hispanic enrollment.)

The visit was organized by Diplomat in Residence for Southeast Texas and Louisiana John C. Roberts. (DIRs are career Foreign Service employees located throughout the U.S. who provide information about Department careers to local students and professionals.) Prior to joining the DG and Congressman Cuellar in Laredo, Roberts provided information sessions at Texas A&M University-Corpus Christi, University of Texas-Rio Grande Valley (UTRGV) Brownsville, UTRGV Edinburg and Laredo’s 436 Chemical Company, an Army National Guard unit. ■





# Direct from the D.G.

ARNOLD CHACON  
DIRECTOR GENERAL OF THE FOREIGN SERVICE



## The Family Reserve Corps: Helping Families and Meeting Department Needs

Standing alongside every Foreign Service employee is a supportive family member—a spouse, a child, a parent. Our family members are the Department's unsung heroes, who often sacrifice careers, personal ambitions and the comforts of home to support their loved one. They are also a rich and diverse talent pool the Department should and does employ to meet organizational needs. They are doctors, lawyers, engineers, entrepreneurs, communications experts and IT professionals. Whatever their profession, our family members often have skills that match the needs of our embassies and consulates.

Unfortunately, our processes have not been very efficient at matching demand with supply. The hiring process has been slow and cumbersome, leaving hiring managers and family members alike frustrated and allowing positions to go unfilled for long periods. To help address this situation, the Department has created the Foreign Service Family Reserve Corps (FSFRC). The Corps will serve as a centralized cadre of family members capable of rapid assignment to sensitive positions overseas.

### *What the Family Reserve Corps Is...*

The program, the result of months of deliberation by a working group chaired by Under Secretary Pat Kennedy's office, appoints eligible family members into the Reserve Corps. When assigned into paid positions at posts, Reserve Corps members receive salary and benefits. When not working in a local assignment at post, family members retain membership in the Reserve Corps in an unpaid status, as long as they meet the program's eligibility requirements.

### *What It's Not...*

Although the FSFRC will not create additional positions at posts nor guarantee FSFRC members a local assignment, once fully implemented it will help minimize delays in filling positions. FSFRC members will not obtain a security clearance simply by joining the Corps. FSFRC members without a clearance will start the security clearance process once selected for a local assignment that requires access to classified information, just as they do now. However, FSFRC members in certain categories will retain their eligibility for access to classified information on the basis of their FSFRC membership as they move from post to post.

### *The Process*

The FSFRC will be phased in starting in 2016. We expect it will take approximately 24 months to fully implement the required changes. Enrollment announcements, which will begin soon, will include specific instructions on how to submit the appropriate forms. The Family Liaison Office and the Office of Overseas Employment will post updates on their websites.

When I travel to our missions overseas, I make it a point to meet with eligible family members. I appreciate their candor. Their concerns and frustrations are also ours. We all have families and we know it's not easy being the spouse, child or loved one of a member of the Foreign Service. We'll continue to do everything we can to support our families. The Foreign Service Family Reserve Corps is an important step that will help address Department staffing needs while supporting our family members. It shows the Department can do well by doing good. ■

*Arnold A. Chacon*



# Diversity Notes

JOHN M. ROBINSON  
OFFICE OF CIVIL RIGHTS



## Can You Pass the EEO Test?

To find out if you hold any of the common misconceptions about Equal Employment Opportunity (EEO) and diversity, try your hand at answering these true or false questions (answers are at the bottom). No looking ahead!

1. The EEO statutes exist to prevent discrimination, which includes unfair treatment and harassment based on protected EEO categories.
2. A supervisor cannot get promoted if an employee has named him or her in an EEO complaint.
3. The EEO process is routinely used by employees who file multiple frivolous EEO complaints every year.
4. White males cannot use the EEO process.
5. If an aggrieved employee's request for mediation through the EEO process is accepted by the Office of Civil Rights (S/OCR), his or her management must participate.
6. EEO counselors can serve as experts/representatives on boards to ensure that decisions at their post/office do not violate EEO principles.
7. For an action to be considered retaliation, it has to be a tangible employment action.
8. Supervisors can meet the 3 FAM 1525/1526 requirement to report harassment by reporting it to an EEO counselor.
9. It is a waste of time for a manager to participate in EEO counseling/mediation of a complaint if he or she did not discriminate against the employee.
10. Someone is more likely to be hired if he or she is a member of a minority group, due to the Department's efforts to increase diversity.

### ANSWERS:

1. True: Employers cannot consider EEO categories when making decisions to hire, promote, etc.
2. False: Being named in an EEO complaint does not automatically affect someone's eligibility for promotion.
3. False: Claims that have no EEO basis or that raise similar allegations to previous complaints are not the norm. However, employees and job applicants who feel that they have been discriminated against more than once can either amend their claims or initiate new claims.
4. False: Everyone is protected from discrimination based on race, gender (pregnancy, gender identity), color, national origin, religion, disability, age and sexual orientation in employment decisions whether or not they are part of a "minority" group.
5. True: The parties must attempt to resolve the concerns raised in the EEO process, although there is no requirement that they reach a settlement.
6. False: EEO counselors are available for counseling or to provide information and answer questions about the EEO process.
7. False: Anything that has a "chilling" effect on use of the EEO process, even actions that might appear innocuous (such as talking about someone's protected EEO activity with others), might be considered retaliation in certain circumstances.
8. False: Under 3 FAM 1525/1526, one must report harassment solely to S/OCR. It's best to use the harassment reporting form available on S/OCR's website.
9. False: EEO counseling or mediation benefits all those involved. For the manager and the complainant, these processes reveal the underlying issues related to management's decision and the complainant's response to that decision.
10. False: Candidates for employment are evaluated based on merit, i.e., experience, qualifications and other objective factors. The Department's efforts to increase diversity focus on recruitment.

Be honest, how many questions did you answer correctly? If you got them all right, great job! Getting seven to nine correct is not bad, as this was a good brush-up exercise. If you only got three to six right, you'll want to be more attentive to EEO in the future. And if you got no more than two right, you need help before a problem arises. More information is available on S/OCR's website. ■





# CONVERSATIONS ON LEADERSHIP

Listen to the latest episode of  
Conversations on Leadership series.



Listen  
Now



iTunes  
Download

**Listen to previous episodes of Conversations on Leadership**

*Internet connection is required for archived episodes*

Ambassador Laura Dogu and Ambassador Matthew Barzun



Secretary of State John Kerry and Advisor for Diversity Michelle Los Banos



Director General Arnold Chacon and Ambassador Kristie Kenney



Assistant Secretary Linda Thomas-Greenfield and Assistant Secretary Gregory Starr



Deputy Secretary Heather Higginbottom and Executive Secretary Joseph E. Macmanus



INL Assistant Secretary William R. Brownfield and Ambassador Roberta Jacobson discuss leadership.

*Photo by Luis A. Jimenez, Jr.*





# Export Experts

## Office oversees defense trade licensing

By Catherine Hamilton, division chief, Directorate of Defense Trade Controls

The Department's Directorate of Defense Trade Controls is part of the Bureau of Political-Military Affairs (PM), which is the principal link between the Departments of State and Defense and seeks to build enduring security partnerships to advance U.S. national security objectives. PM's Office of Defense Trade Controls Licensing, meanwhile, aims to further U.S. national security and foreign policy interests through implementation of the Arms Export Control Act and timely application of the International Traffic in Arms Regulations (ITAR) to defense trade export requests for direct commercial sales.

The Department sees the sale, export and retransfer of defense articles and services as integral to safeguarding U.S. national security and furthering U.S. foreign policy. The world of defense trade is complicated, and regulators must balance competing interests by protecting sensitive technology while maintaining America's military edge.

Defense Trade Controls Licensing has five divisions and employs approximately 35 Civil Service employees, whose backgrounds include law enforcement, foreign policy and military service. The office also has 11 contractors and eight uniformed military personnel on staff. Its officers are responsible for evaluating some of the most complicated and sensitive licensing requests involving United States Munitions List (USML) commodities. These include missiles and launch vehicles, explosives, night vision equipment and optics, spacecraft, military electronics, firearms, and land-, sea- and air-based weapons platforms.

Licensing's officers are subject matter experts in the commodities in which they specialize and work to see that each request is reviewed individually to identify all legal, regulatory and related procedural considerations before making a decision. They rely on stakeholders within the Department of State and interagency community for help in making licensing determinations and ensuring implementation of U.S. and multilateral arms embargoes, sanctions and treaties on defense trade cooperation. Because of timely adjudication of export applications, U.S. and allied nations' forces can acquire the defense equipment and technical data and services needed to support U.S. national security and foreign policy objectives.

To keep America's export control regime responsive to current and future national security and foreign policy challenges, the office offers flexibility and expertise in regulating this evolving industry. Within the past five years, the regulatory landscape has evolved, as well. The landscape now includes a new defense strategy, a declining defense

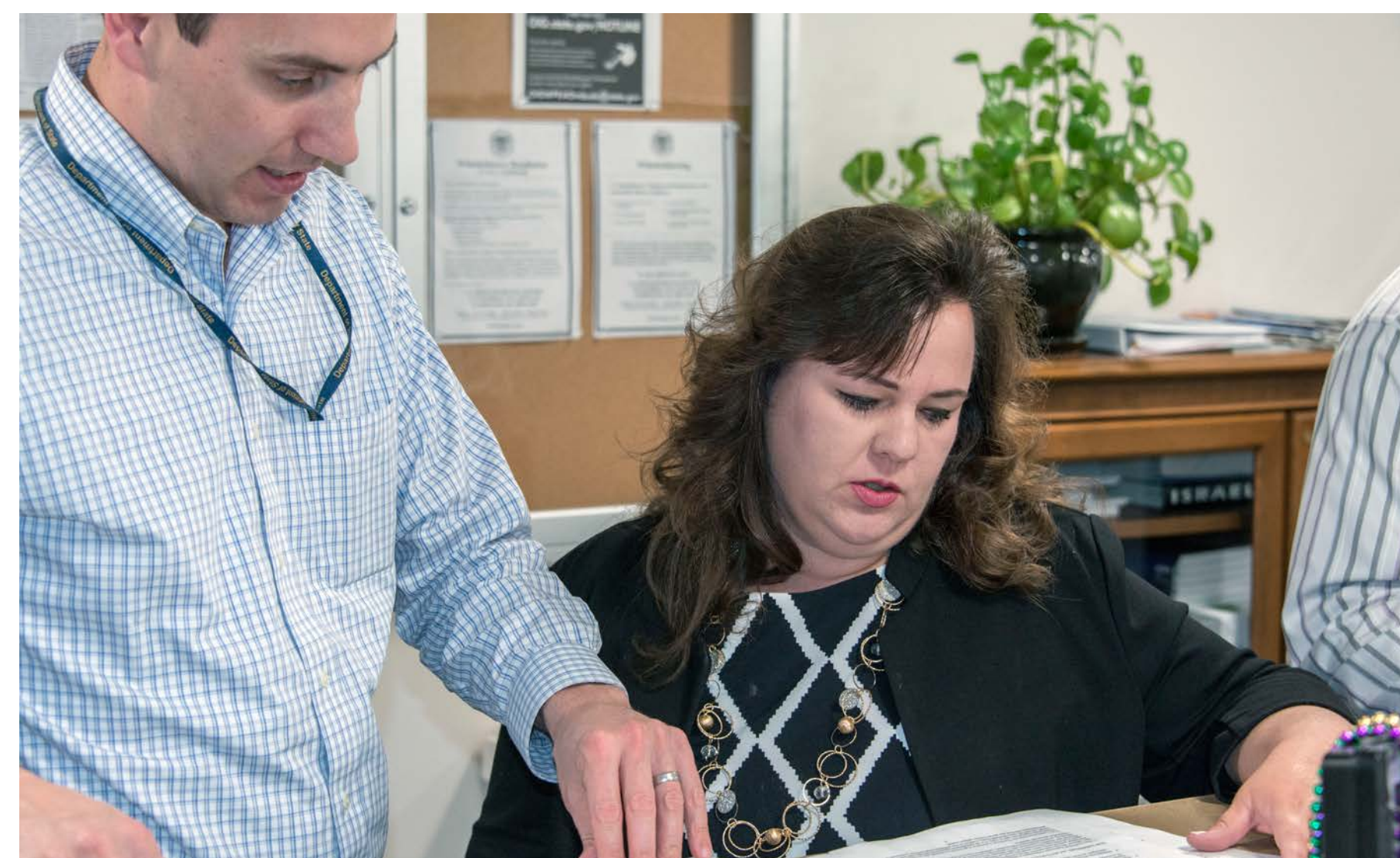
budget and implementation of the president's Export Control Reform (ECR), perhaps the most dramatic recent change to the commercial defense trade industry. The ECR clarifies what must be controlled, removes redundancies and allows regulators to prioritize the most sensitive items. A full reform of the U.S. export control system, the ECR strengthens America's ability to counter such threats as the proliferation of weapons of mass destruction while



Robert Warren, a division chief, and Angela Gordon, a defense controls analyst, in her office. *Photo by Ed Warner*

maintaining the competitiveness of its key manufacturing and technology sectors.

Ensuring that defense exports are aligned with current U.S. national security and foreign policy objectives requires consistent, active engagement with interagency and foreign government counterparts. Licensing is committed to achieving these objectives through informed and transparent regulation. The office consistently advocates for the use of best practices in export controls when engaging with foreign industry, governments and multilateral organizations, all part of its interagency effort to foster responsible export control policies and practices worldwide. ■



Alex Douville and Catherine Hamilton confer over a document. *Photo by Ed Warner*



Office Director Tony Dearth takes a break from his work. *Photo by Ed Warner*



# The Big One Hundred

Year of events marks DSS centennial anniversary

By public affairs staff, Bureau of Diplomatic Security

The Department's Diplomatic Security Service (DSS) this year marks the 100th anniversary of its World War I-era origins.

A century ago, in the spring of 1916, the first special agents began reporting for duty at the Department of State's newly established security office. The tiny, unofficial Secret Intelligence Bureau soon became the Office of the Chief Special Agent, then the Security Office (SY) and, in the 1980s, today's Diplomatic Security Service.

Centennial events planned include hosting law enforcement partners this summer in the Department's Diplomatic Reception Rooms, as well as partnership observances with the U.S. Marine Corps in honor of the long tradition of Marines guarding U.S. Embassies. A candlelight vigil and wreath laying occurred in mid-May as part of National Police Week, and DSS regional security officers are continuing to host charity runs at various embassies and posts around the world.

A unit of the Bureau of Diplomatic Security (DS), DSS has broad global responsibilities. Overseas, it develops and implements security programs to safeguard personnel who work in every U.S. diplomatic mission. It also protects the secretary of state, the U.S. Ambassador to the United Nations and foreign dignitaries (below the head of state level) who visit the United States. DSS also develops and manages security programs that protect Department facilities at home and abroad, and coordinates with other agencies to secure major international events.



A Diplomatic Security Service agent stands watch as the motorcade carrying Secretary of State John Kerry arrives at Joint Base Andrews.

*Department of State photo*





DSS helps protect more than 100 domestic facilities in 31 cities throughout the United States and 275 U.S. diplomatic missions and their personnel in more than 160 foreign countries. The work involves securing critical information systems, investigating passport and visa fraud, fighting terrorism and training international partners.

The DSS team includes more than 2,000 special agents, 200 security engineering officers, 100 diplomatic couriers, 150 security technical specialists, 850 Civil Service employees, 90 criminal investigators, more than 2,000 Marine Security Guards, 120 U.S. Navy Seabees, 1,050 uniformed protection officers and guards, and 34,000 foreign guard and surveillance detection personnel, as well as many contracted employees.

While security is as old as diplomacy, the Department did not establish its own full time security office until World War I, at a time when the United States was still seeking to remain neutral. In late 1915, then-Secretary of State Robert Lansing recommended creating a Department-led international law enforcement task force to investigate German espionage and passport fraud directed against the United States. When that recommendation failed, on April 4, 1916, he created a State Department investigative office, the Secret Intelligence Bureau. The small office staffed by Treasury Department agents and postal inspectors detailed from their home agencies, did counterespionage and counterintelligence work, and also investigated passport fraud and protected U.S. and foreign diplomats on U.S. soil. It was also a clearinghouse for threat-reporting from overseas posts.

In early 1917, U.S. public opinion to enter the war reached a tipping point and Secretary of State Lansing appointed former Secret Service agent Joseph “Bill” Nye as chief special agent. Nye’s duties included personally protecting the German ambassador until that official left the United States in April 1917 following the U.S. declaration of war. More information about DSS and its history can be found at [state.gov/dss100/](http://state.gov/dss100/). The history of DSS, “DSS Then and Now—The First Century of the Diplomatic Security Service,” is available at <http://www.state.gov/documents/organization/255554.pdf>. ■



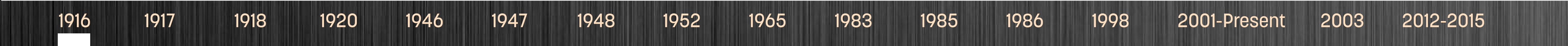
DS special agents monitor world events and overseas security from inside the DS Command Center in this 2014 photo. The center is a 24/7/365 facility able to electronically monitor all U.S. diplomatic facilities around the globe.  
*Department of State photo*

✕ **TAP** photos  
to view slideshow

# DS Historical Highlights

◀ Swipe below or tap on year to read more ▶

**1916** – Secretary Lansing creates the Secret Intelligence Bureau.





# CHILD TO WORK DAY

Youths get firsthand look at workplace

Story and Photos By Ed Warner, deputy editor

The work of the Department of State was on display for the children of the agency's employees at Take Your Child to Work Day in April. The annual day-long event, held in Washington, D.C., and at several overseas posts, highlights the varied and important work of the Department while involving employees and children in a fun community activity. Approximately 1,119 youths attended in Washington this year.

During the event, Secretary of State John Kerry told a packed Dean Acheson Auditorium that the Department's mission is "the best work in the world." The youths' parents, he continued, are "working hard for our country," and the mission is broad, everything from food security and health programs overseas to mitigating the adverse impact of climate change. Helping "other nations build their countries" helps make the United States safer, he noted.

Kerry added that he worries "we're not doing as much as perhaps we should or could be" overseas, but emphasized that, of the "large number of immediate challenges," the Department is "doing pretty well."

Accompanied by his dog, Ben, the secretary responded to youths' questions, including whether there's a bed on his aircraft (there's just one) and which was the "weirdest" country he'd visited. He declined to answer the latter, saying any nation he named would never welcome him again. He said he loves to travel, but is sorry his golden retriever cannot accompany him, due to quarantine regulations.



Blake Weinberg, son of Aryn Weinberg of the Bureau of International Security and Nonproliferation, takes the wheel of the DS all-terrain vehicle.



Secretary of State John Kerry, with his dog Ben, delivers remarks at the Department of State's annual Take Your Child to Work Day, on April 28. State Department photo

Other highlights included 78 different activities, which were scheduled like classes over the course of the day. Some, like the Tin Can Man and the Nuts and Bolts Tour, are perennial favorites. In the former, youths make action figures from recycled materials; in the latter, they get to see the "backstage" workings of the Harry S Truman building, such as its cooling system. The Bureau of Diplomatic Security brought its bomb-sniffing dogs and, at HST's C Street entrance, displayed two limos and an emergency vehicle—youths climbed into the latter to sound its siren.

The Bureau of Public Affairs, meanwhile, held a mock press conference with youths questioning a Department spokesman in the Press Briefing Room, many with queries as sharp as those posed daily by the Department's press corps. Asked to identify the hardest question he's faced, Spokesman John Kirby said that'd have to be one involving Israel/Palestinian relations, where his responses are often parsed for nuances by both sides. Asked about the status of the battle against ISIS, he said the terrorist group has been diminished by the pressure put upon it by the 66 nations battling it. ISIS, he emphasized, "has lost a lot of ground."



Mason Gasper, son of Aaron Gasper of the Bureau of Overseas Buildings Operations, gets his thumbprints recorded, part of the day's effort to offer parents child-identification services.

The day began with welcome remarks from Director General Arnold Chacon and the swearing in of attendees as "employees for a day." Like the secretary, Chacon said the youths' parents were "working to shape a brighter future around the world." He urged them to "leave here with new ideas about how you will contribute to our [nation's] growth and welfare."

A panel of Civil Service and Foreign Service employees offered career advice. Adam Sotomayor of the Bureau of Human Resources urged the youths to find out more about their parents' work, and Ebony Edwards of the Office of the Secretary recommended emphasizing tech skills in whatever field they enter. Recalling their first years on the job, Sotomayor told of helping showcase the efforts of young African entrepreneurs, while Edwards said she traveled the nation to promote the Career Entry Program. The third panelist, Jyl Kuczynski from the Bureau of Populations, Refugees, and Migration, described her personal experience working abroad using a foreign language and being present at historic moments. ■



Department Spokesman John Kirby answers a question during a mock press conference with children.



A youth poses a question to the HR panel during the Take Your Child to Work Day opening session.



Global Publishing Services Marketing Officer Roberta Mather, at rear, smiles with her daughter, front left, and classmates.



Youths take the "oath of office" as they are sworn in as employees for the day, at Take Your Child to Work Day.





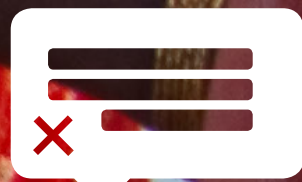
FOCUS ON

# South India



Women in colorful saris gather  
at a beach.

*Photo by Roberto Faccenda*





## Ambassador's Introduction



India is a large, diverse country and, just like in America, the view from the capital does not always capture the vibrancy, creativity, and entrepreneurial spirit found in the 29 states and seven union

territories. South India in particular is proud of its cultural diversity and our two Consulates General in Chennai and Hyderabad ensure that the U.S. Mission to India understands the influence of the southern states.

India and the United States are working together to create a more peaceful, prosperous, and stable world. At the heart of that partnership are the millions of people-to-people ties between individual Americans and Indians. Through family, education, work, and travel, these links also define the key role of our South Indian posts. Consulate General Chennai is the largest adjudicator of H and L visas worldwide, enabling Indian and American companies to better move resources and expand their business interests in both countries. Consulate General Hyderabad issues the most student visas in India and is second only to China in sending students to the United States. Millions of South Indians work and study in the United States every day and these connections have brought our countries closer together in ways governments alone cannot achieve.

Personal ties and experiences are just one facet of our relationship, with scientific and government partnerships providing mutual benefits as well. In one example, our office of Naval Research partners with India's National Institute of Ocean Technology (NIOT), based in Chennai, to monitor monsoons in the Indian Ocean. The U.S.-India partnership spans from the bottom of the sea to the stars. Another hub of this partnership based in South India is the Indian Space Research Organization (ISRO) and its launch facilities. NASA's Jet Propulsion Lab and ISRO are jointly developing a radar system in space to monitor Earth's environmental and ecosystem changes – a critical tool in our fight against climate change.

Another tool both India and the United States are using against climate change is renewable energy, and South India – with its enormous potential for hydro and wind power – holds great promise in helping India achieve greater energy security and reduced pollution while increasing economic growth. Prime Minister Modi and President Obama agreed to support India in meeting its renewable energy goals by enhancing climate cooperation. Across South India, new initiatives improve people's lives while safeguarding their natural resources. In my travels across the region, I have seen efforts, some as small as solar lamps for migrant communities, have positive, tangible impact on families and livelihoods.

With its long coastline, maritime security is a dominant international issue in South India.

One of the highlights of my recent travels was participating in the Malabar naval exercises in the Bay of Bengal, the home of safe and profitable trade routes in South India. It was a heartening sight to see U.S., Indian, and regional partners coordinating to keep this strategic waterway safe.

There is no better example of trust than that of two militaries sharing strategies, information, and development. Through the Defense Technology and Trade Initiative (DTTI), U.S. and Indian defense establishments are pursuing co-development of defense technologies, evidenced by the increasing numbers of U.S. companies that attended the 2015 biennial Aero India trade show in Bengaluru. The United States is now the largest exhibitor at Asia's biggest air show – all in South India.

In the end, our main goal is to strengthen our relationship with the people of India. We must ensure that the strategic partnership between the United States and India continues to grow, to prosper, and to bring benefits to our nations. The hardworking staffs at the U.S. Consulates General in Hyderabad and Chennai contribute to this overall mission every day. I invite you to visit and work in South India to continue to build the ties that bind our nations and promote mutual growth and success.

**Richard R. Verma**, U.S. Ambassador to India





FOCUS ON

# South India

2 posts, 6 states, 7 languages

By Nurit Einik, vice consul, U.S. Consulate General Chennai and  
Ashley Bartlett, consular officer, U.S. Consulate General Hyderabad





India has always fascinated travelers; Walt Whitman described it as “the old, most populous, wealthiest of Earth’s lands.” Full of ancient and rich culture, South India continues to surprise, separated by thousands of miles, dozens of languages and traditional cultures from the better known northern India splendors.

South India covers an area of almost 250,000 square miles and encompasses a population of more than 250 million people spread among six separate states served by U.S. Consulates General in Chennai and Hyderabad. Each of those six states has a different, ancient linguistic history. On any given day, officers on the visa lines in Hyderabad and Chennai perform interviews in Telugu, Kannada, Malayalam, Tamil, Urdu, Hindi and English with the assistance of their polyglot Locally Employed staff.

This multiplicity in language reflects the region’s diversity in religious and ethnic backgrounds. While Hinduism is the predominant religion, South India is home to one of the largest concentrations of India’s Christians. St. Thomas, the apostle, is said to have evangelized the region in the first century and to be buried in Chennai at the Cathedral of São Tomé, one of only three apostolic burial churches in the world. Kerala is home to India’s oldest mosque, built when Muslim traders landed on the Malabar Coast in the seventh century. Some of the region’s ancient Hindu temples are UNESCO World Heritage Sites, displaying a unique Dravidian-carved temple style. Kochi in Kerala has a Jewish community that traces its origin to the time of King Solomon. These diverse peoples have generally lived side by side in peace for centuries.

This mix of ethnic, linguistic and religious backgrounds makes for an equally unusual culinary landscape. A large part of the population is vegetarian, which makes asking for “non-veg” options a unique experience for many visitors. Hyderabad-style biryani is a renowned rice dish traditionally served at weddings of all religious faiths.

Chennai is one of the few places in India where coffee (or kappi) shares popularity with tea.

South India is home to a number of unique cultural traditions and festivals. Pongal, a harvest festival where the boiling of milk and rice into a dish of the same name is believed to bring prosperity to the home, can be described as a cross between Thanksgiving and New Year’s, a time to celebrate the harvest while preparing for new beginnings. Carnatic music is the traditional music of the South and is famous across India. Chennai hosts a month-long music festival every December celebrating the art form. Each regional language group has a robust cinema tradition as well. Telugu cinema, or Tollywood, centered in Hyderabad, is second only to the Hindi-language Bollywood in the number of movies produced annually.

Environmental and technological innovations in South India are interconnected, as entrepreneurs take advantage of the region’s strong economy while tempering the impact of manufacturing, agriculture and urbanization on the physical landscape. Bengaluru and Hyderabad are leading the way to sustainable development through a vibrant start-up culture and multiplying greening initiatives. Bengaluru is known as India’s “Silicon Valley,” boasting scores of major multinational companies such as Intel and Amazon, alongside start-up companies like FlipKart. The IT sector in Bengaluru alone contributes 33 percent of India’s total IT export. Hyderabad hosts a number of important multinational companies, including Google, that are opening office parks in its area. Beyond start-ups, major corporations in South India are constructing LEED (Leadership in Energy and Environmental Design)-certified buildings, with India now having the third most LEED-certified buildings of any country. Chennai is a manufacturing hub, often called “India’s Detroit,” due to the large number of international automotive manufacturers, including Ford, opening





factories in the area. Forbes magazine considers both Bengaluru and Chennai as two of the next decade's fastest growing cities.

South India is an exciting mix of ancient and varied cultures with a promising future invested in cutting-edge technology. Serving in one of the region's posts affords FSOs a chance to explore lesser-known areas of India while working directly on priority bilateral issues, a relationship President Obama has called "the most consequential" of the 21st century. ■

## At a Glance

## India

### Capital:

New Delhi

### Government Type:

Federal parliamentary republic

### Area:

3,287,263 sq km

### Population:

1,251,695,584

### Major urban areas:

New Delhi 25.703 million; Mumbai 21.043 million; Kolkata 11.766 million; Bengaluru 10.087 million; Chennai 9.62 million; Hyderabad 8.944 million

### Ethnic groups:

Indo-Aryan 72%, Dravidian 25%, Mongoloid and other 3%

### Languages:

Hindi 41%, Bengali 8.1%, Telugu 7.2%, Marathi 7%, Tamil 5.9%, Urdu 5%, Gujarati 4.5%, Kannada 3.7%, Malayalam 3.2%, Oriya 3.2%, Punjabi 2.8%, Assamese 1.3%, Maithili 1.2%, other 5.9%

### Religions:

Hindu 79.8%, Muslim 14.2%, Christian 2.3%, Sikh 1.7%, other and unspecified 2%

### Exports:

Petroleum products, precious stones, vehicles, machinery, iron and steel, chemicals, pharmaceutical products, cereals, apparel

### Export partners:

U.S., UAE, Hong Kong, China, Saudi Arabia

### Imports:

Crude oil, precious stones, machinery, chemicals, fertilizer, plastics, iron and steel

### Import partners:

China, Saudi Arabia, UAE, U.S., Switzerland

### Currency:

Indian rupee



Internet country code: .in

\* The CIA World Factbook





# Hyderabad

Opportunities abound in the City of Pearls





By Ashley Bartlett and Charlotte Young-Fadare, consular officers,  
U.S. Consulate-General Hyderabad, India

“Hydra-what?” may be the typical reaction when first hearing about this post. Most people have heard of New Delhi and Mumbai, but Hyderabad is often unfamiliar. Yet, this historic South Indian city, with its mix of Telugu and Urdu cultures and unique blend of ethnicities and booming IT industry, is growing in popularity as well as importance for U.S. Mission goals in India. Children walk to their Christian private schools after celebrating a Hindu festival, while the sound of the Muslim call to prayer echoes from mosque to mosque. The city bustles in its diversity.

“Hyderabad is the most polyglot of Indian cities, and the most welcoming,” said Consul General Michael Mullins. “Hyderabadis intensely love their city and want to share it with everyone. Our families have terrific opportunities to be involved, whether painting murals in an orphanage, participating in a 10K run for charity or eating heavenly biryani in the Paradise café. It’s easy to make friends and be part of this community.”

**Opening Spread:** The Charminar (literally “Four Minarets”) is the center of Hyderabad life in the Old City.

Locally Employed staff often invite friends and colleagues to come celebrate their weddings. Here, bride Manasa Gondela (seated) is accompanied, standing from left, by American officers Ashley Bartlett and Erin Robinson, and LE staff member Shirin Kondapalli.

*Photo by Jamie Fouss*







Bhubaneswar, the capital of Odisha (in Hyderabad's consular district), is home to more than 700 temples. It is said that this is Lord Shiva's favorite city and he likes to rest under the mango trees nearby. Lingaraj, pictured here, is one of the largest temples with 65 shrines. Only Hindus are allowed up close. *Photo by Naureen Nalia*





Pilgrims from across India visit the region's ancient Hindu temples to make offerings, sometimes traveling for hundreds of miles.

*Photo by Vincent Cilli*

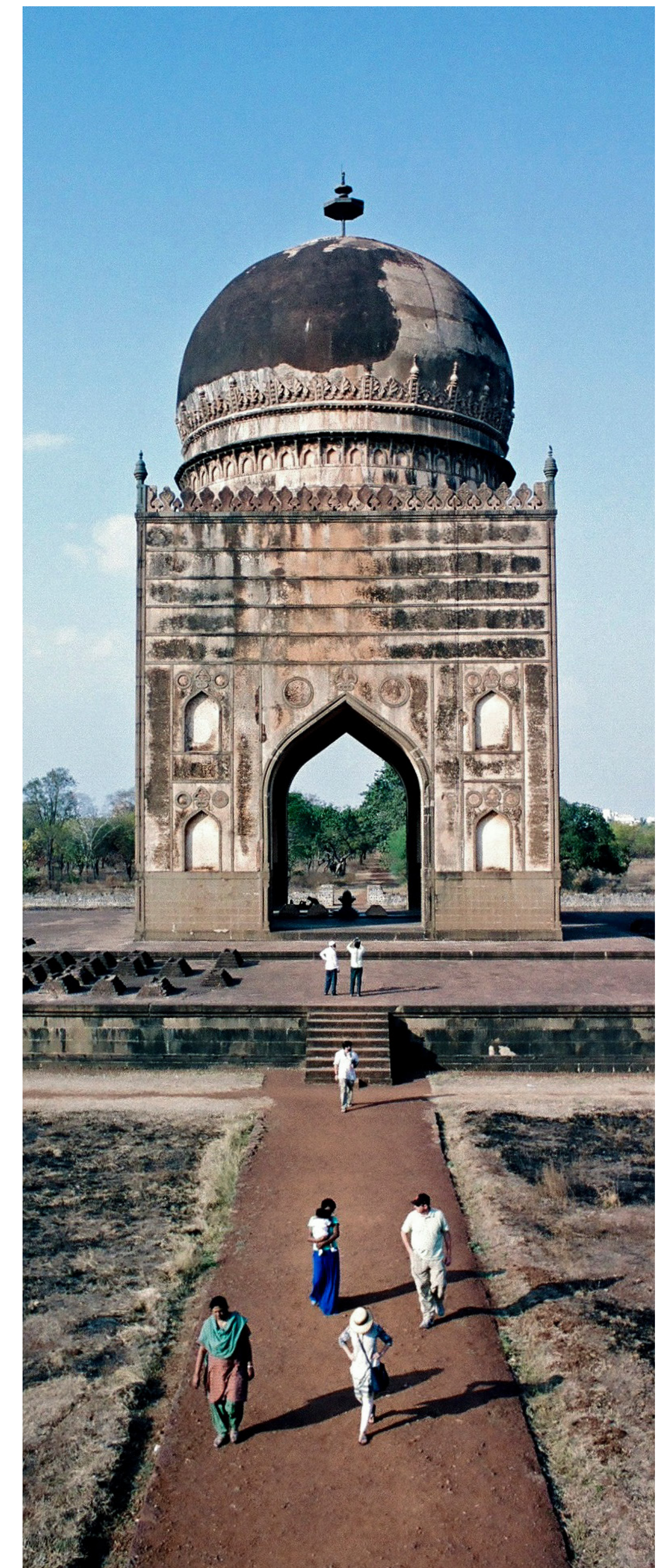


Historically, Hyderabad was a Hindu city under Muslim rule. It was ruled by Qutub Shahi kings in the 1500s; the Charminar gate became its center. The Nizam dynasty took over in the 18th century. Today, Charminar remains a landmark for Hyderabadis and one of India's most renowned architectural icons.

Hyderabad has always had a thriving economy. Up until the 18th century, the Golconda region was the site of the world's only diamond mine, yielding some of the most famous gems in history, including the Koh-i-Noor, Hope, Daria-i-Noor and Regent diamonds. In the early 20th century, the Nizam, or ruler, of Hyderabad was considered the wealthiest man in the world. The city is also known for its pearl industry. Although landlocked, 90 percent of the world's pearls go through Hyderabad, giving it the nickname "City of Pearls."

Although agriculture is still a major part of the local economy and everyday life contains many cultural traditions like bright saris and kurtas

worn everywhere, Hyderabad is swapping precious jewels and pearls for high-tech and biopharmaceutical industries. Facebook has a center here; Microsoft's and Google's CEOs are from the region; Amazon is constructing its largest overseas distribution center; and the CII Sohrabji Godrej Green Business Centre in Hyderabad is the first platinum LEED-certified Green building built outside of the U.S. Many green buildings have followed, particularly among the scores of American businesses that have set up operations here such as Deloitte, Wells Fargo and S&P. With a growing business environment and rising middle class, Hyderabad has earned itself

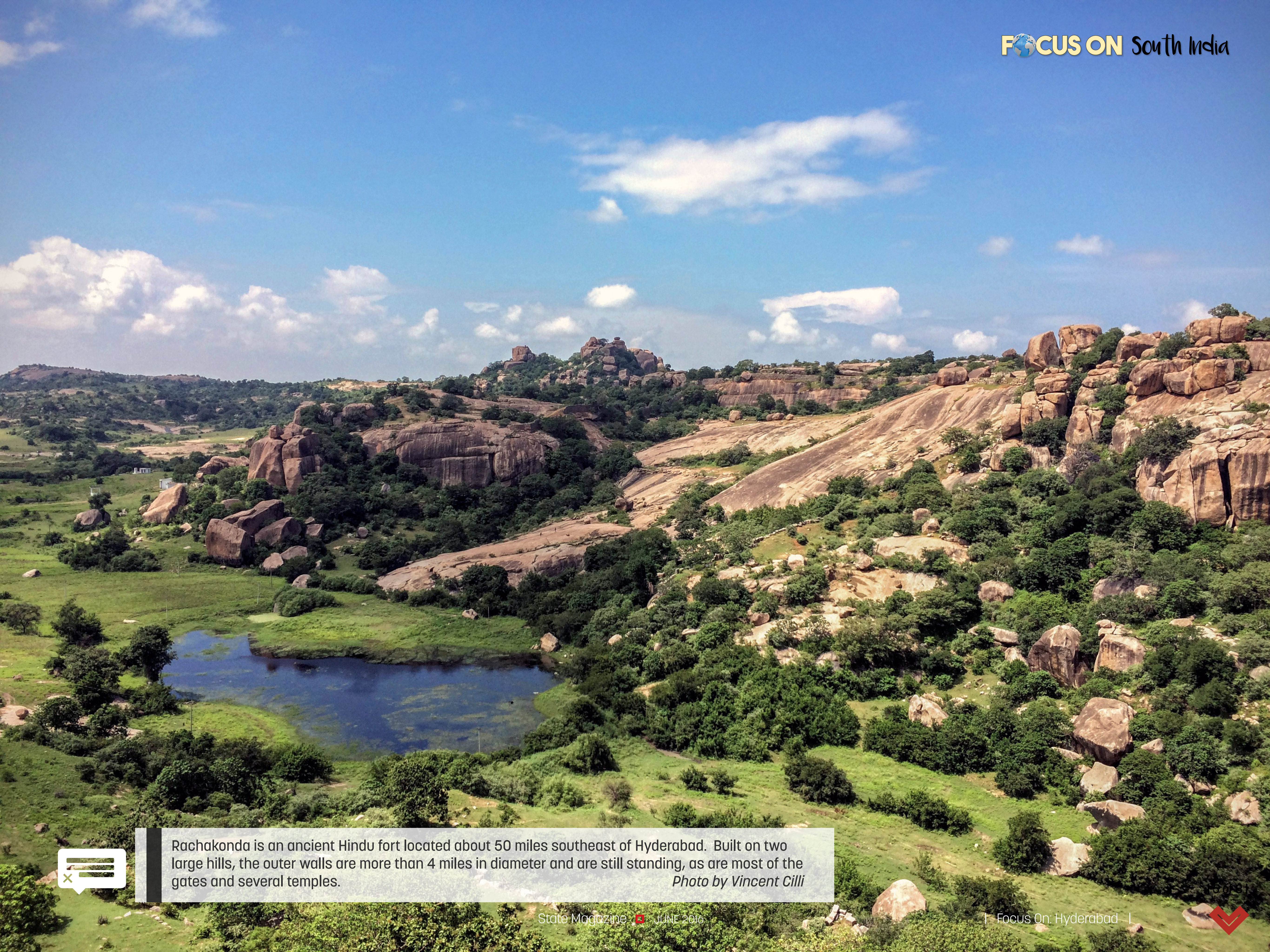


The Qutb Shahi tombs. This complex is made up of seven tombs of Shahi kings and queens, which were restored in the early 19th century. The U.S. Ambassadors Fund for Cultural Preservation played a key role in restoring these beautiful tombs.

*Photo by Karim Islam*







Rachakonda is an ancient Hindu fort located about 50 miles southeast of Hyderabad. Built on two large hills, the outer walls are more than 4 miles in diameter and are still standing, as are most of the gates and several temples.

*Photo by Vincent Cilli*







Consul General Michael Mullins inaugurates the 2015 EducationUSA University Fair in Hyderabad. About 1,000 Indian students interacted with representatives and admission officers from more than 20 U.S. universities.

*Photo by Suheil Mohammed*

“What I love most about Hyderabad is the cost of living,” Office Management Specialist Gabriela Salverson said. “We are able to afford both a driver as well as a person who helps with housekeeping and child care. This makes work-life balance for our family much easier.”

Affordable living allows the consulate general’s staff a wider range of weekend and holiday activities, including the Taj Falaknuma Palace, the former Nizam’s residence, now a five-star hotel. Yoga, soccer and horseback riding are regular after-work activities, while spacious malls are stocked with Indian and Western selections. Hyderabad’s international airport is considered one of the best in the world, with frequent and convenient flights to Bangkok or Kuala Lumpur. Employees are also able to take a quick trip north to Jaipur for an adventure through the state of Rajasthan or head south for a peaceful houseboat stay in Kerala.

a new accolade: the most livable city in India, according to the New Indian Express newspaper.

Due to increasing high-tech work and study in the United States, visa demand has increased 47 percent over the past year. In 2015, Hyderabad was the fourth largest student visa (F-1) post in the world, and the second largest for H-1B worker visas. Consular work is equally challenging and exciting at this post; a strong esprit de corps exists among first-and second-tour (FAST) officers who share the expectation that the Hyderabadis they serve will build ever-stronger ties to America and Americans.

Through a grant to an NGO run by one of the Department’s Trafficking in Person (TIP) Report Heroes, the public affairs section sponsored a “TIP Caravan,” a bus of volunteers who visited 53 townships throughout the consular district, to reach vulnerable people and raise TIP awareness.

*State Department Photo*







◀ SCROLL TO VIEW PANORAMA ▶

Golkonda Fort, a favorite tourist destination, was the last stronghold of the Qutb Shahi dynasty. It offers spectacular views of Hyderabad. The Koh-i-Noor and Hope diamonds were mined nearby.

*Photo by Jamie Fouss*





**Right:** A typical day walking down the streets of Hyderabad. Cows like this are often used in Hindu marriage ceremonies or during other special prayers.

*Photo by Clayton Bayne*

**Bottom right:** The Taj Falaknuma Palace was once owned by the richest man in the world. Now restored as a luxury hotel, it offers visitors and guests a slice of heaven tucked away in a large city.

*Photo by Jamie Fouss*

**Bottom left:** Indian American speaker and diversity rights advocate, Nina Davuluri, takes a selfie in front of Hyderabad female students whom she addressed about the importance of STEM education, part of a consulate-sponsored program. With family roots in the consular district, Davuluri was Miss America in 2014.

*Photo by Joe Christopher*



Consulate General Hyderabad began operations in 2008, the first U.S. consulate opened in 25 years. Its district is made up of Andhra Pradesh (AP), Telangana and Odisha. Together, these three states are about the size of California, with nearly four times the population. Indeed, Telugu—the local language of both AP and Telangana—is the world’s 10th most widely spoken language. Hyderabad’s population of 11.5 million makes it larger than any U.S. city, yet it can feel small and hometown friendly.

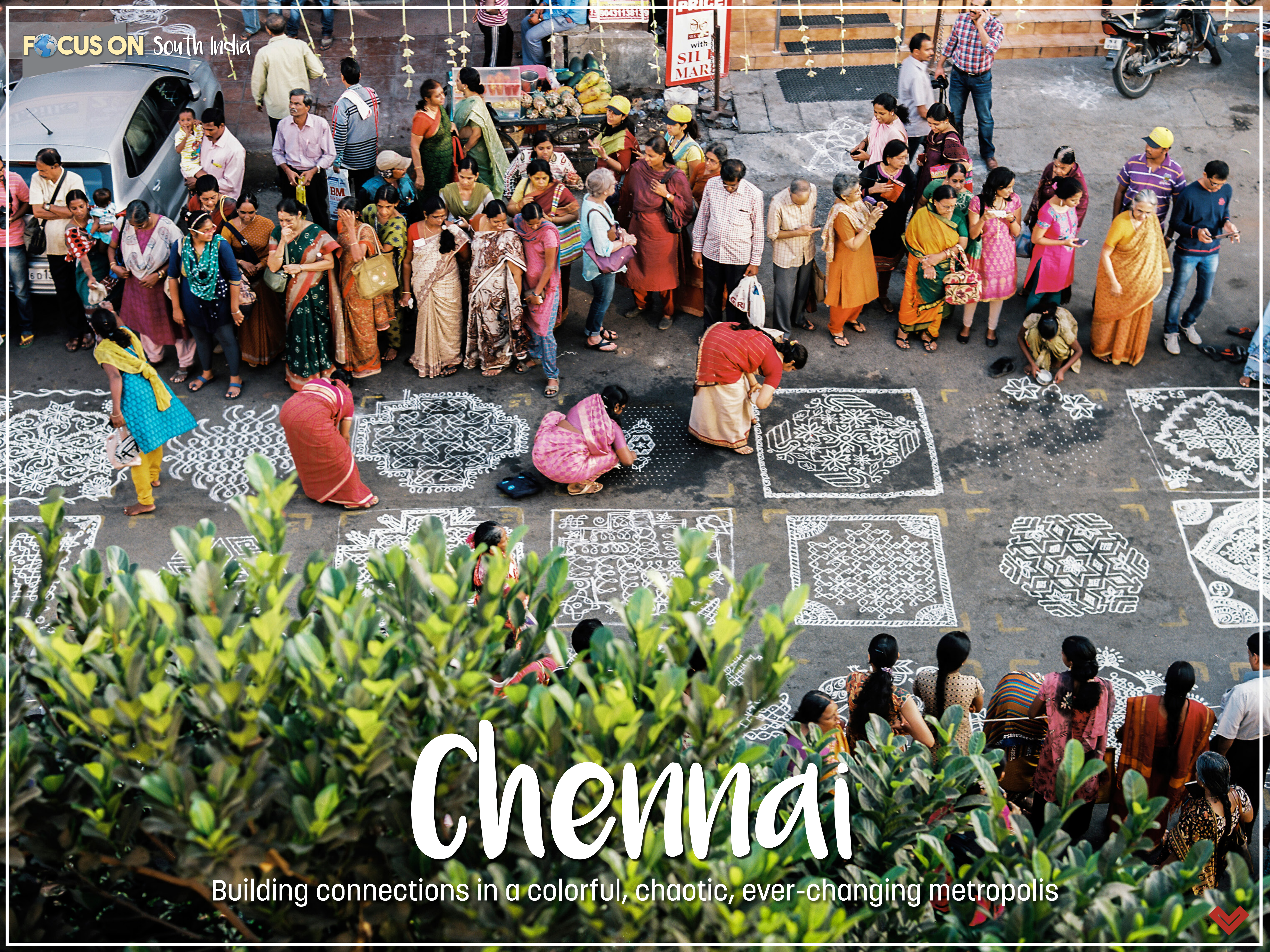
A new consular compound—scheduled to begin construction in 2017—will provide more than 17,000 gross square feet of workspace for almost 70 officers and 300 LE staff, and proper Marine guard quarters. The building is also expected to achieve a minimum LEED Silver rating for environmental sustainability. An environmentally friendly consulate is a post priority. The recycling of gray water for lawn irrigation has resulted in a 66 percent reduction in water usage since 2010. For its many other conservation initiatives, Hyderabad

ranked in the top 10 Green Posts last year, helping Mission India win the number one Green Mission for 2014.

“We are fortunate to be in the lovely Paigah Palace, a historical landmark, but our new building will be absolutely unique, sinuously threading its way among the granite boulders of the Deccan Plateau,” Consul General Mullins said. “It will be a powerful symbol of our strong relationship with our Hyderabad hosts.” ■







# Chennai

Building connections in a colorful, chaotic, ever-changing metropolis





**By Nurit Eink, vice consul, U.S. Consulate General Chennai**

**C**hennai (formerly Madras) sits on the Bay of Bengal along the second longest urban beach in the world, geographically blessed by its location on the maritime crossroads to Asia. The city's rich history blends a colonial past (the Portuguese arrived in 1522 and the British East India Company in 1639) and indigenous traditions, evidenced by the merging of European settlements with local villages and Indian heritage sites, like the Kapaleeshwarar Temple complex. Today, Chennai is an ever-changing mix of innovation and history, a large metropolis made up of dozens of small villages that give this city of almost 10 million people a small-town feel. The city is the capital of the manufacturing and agricultural South Indian state of Tamil Nadu. The U.S. Consulate General in Chennai's district also includes the states of Karnataka, home to India's high-tech hub in Bengaluru (formerly Bangalore); Puducherry (previously Pondicherry), the atmospheric, formerly French colony; the remote Andaman and Nicobar Islands; and Kerala, or "God's own country" as it is affectionately called, and its burgeoning eco-tourism industry.

**Opening Spread:** Throughout the year, numerous religious festivals fill the streets of Chennai. In the Kolam contest, the streets become a giant canvas for beautiful, temporary designs. Kolam are usually created to adorn the threshold of a home to bring good luck to residents and visitors.

*Photo by Elise Hanna*

Tamil TV is the way to get the word out. Here, representatives from the National Cancer Institute/National Institutes of Health appear on a local Tamil health program to discuss efforts to combat cancer.

*Photo courtesy of CG Chennai*







The consulate regularly has sari/dhoti days when all staff are encouraged to dress in traditional South Indian garments.  
*Photo courtesy of CG Chennai*





Chennai is a city of villages with each neighborhood retaining its own flavor and atmosphere. The historic core around Fort St. George is today called Georgetown. Its vibrant, narrow streets become a lively open-air market during business hours, and each street is dedicated to a specific good for sale.

*Photo by Elise Hanna*



The United States' diplomatic relationship with Chennai goes back more than 200 years to the arrival of the first official American representative in 1794, responding to burgeoning U.S. maritime trade interests and American citizen sailors and business people who made their way to the city. Presently led by Consul General Phillip Min, the consulate's work impacts the greater U.S.-India partnership from the broad strategic and defense relationship to growing trade and investment partnerships to strong educational and people-to-people ties. These connections are expressed in the more than 200,000 visas issued by Consulate General Chennai in 2015–16, including the most temporary work visas (H and L visas) of any post in the world.

Consulate General Chennai's importance to the prosperity of South India and the local business community extends to regional U.S. Commercial Service (USCS) operations based in Chennai. The abundant

business opportunities across South India are growing with the help of USCS offices in Bengaluru and Hyderabad and American Business Centers in five South Indian states.

The American Library has been a part of the Chennai community for almost 70 years, even making an appearance in an early Tamil-language movie. Remodeled in 2015, the cutting-edge library space now offers more than 15,000 books, a large video library, numerous online research databases and a stand-out children's corner, as well as a state-of-the-art event/program space where the general public interacts with U.S. diplomats on a variety of bilateral issues. Judging by the



A young girl prepares for a traditional dance performance in the Georgetown neighborhood of Chennai.

*Photo by Elise Hanna*







Consulate staff shows its support for India's cricket team by wearing the team's colors during the T20 World Cup.  
*Photo courtesy of CG Chennai*





Ambassador Verma meets children from migrant worker families benefitting from a USAID-sponsored program providing solar powered lamps, improving families' lives as well as easing working conditions.

*Photo courtesy of CG Chennai*

bustle that surrounds the library throughout the week, the local population of Chennai continues to find it a valuable and important resource.

As is true globally, the strong teamwork between the consulate's FSOs and experienced and hardworking Locally Employed (LE) staff is the harbinger of success. This teamwork was best displayed in December 2015 when the worst flooding in a century severely damaged the housing of numerous LE staff and American families, as well as the consulate itself. The entire consulate community responded in force to assist stricken colleagues by salvaging possessions, donating basic goods for those left bereft and actively fundraising for those who lost everything in the floods. It is telling that FSOs long departed from post contacted the human resources office asking how they could assist and contribute to the fundraising efforts.

Chennai itself is a wonderful place to live with an incredible array of culture, shopping and food on every street. The city has long been a mercantile center for the region. Higginbotham's, on Mount Road since 1844, claims to be the oldest bookshop in India and is worth a visit, while Spencer's Plaza, opened in 1864, was once the largest department store





in Asia. The Connemara Hotel, today part of the Taj chain of luxury hotels, continues to be a dinner destination, just as it was for Mark Twain when he visited in the 1890s.

Cultural attractions abound. In north Chennai the Government Museum, housed in an elaborate 19th-century British colonial complex, has a renowned collection of ancient regional bronzes. South of Chennai, Dakshina Chitra is a historic house museum that has collected and preserved regional domestic architecture and reconstructed it into a village setting. The consulate contributed to one of the most recent rescues of a century-old Muslim trader's house from Karnataka, through a public affairs section grant. Kalakshetra, founded in 1936, is a leading school of Tamil music and dance, and often sponsors exhibitions and cultural presentations. Both sit on the road to Mahabalipurum, the 7th-century ruins of the capital of the Pallava Empire, a UNESCO World Heritage Site and an easy 40-mile drive south from Chennai. Chennai's location and easy flight connections also make it a logical starting point to explore India and Southeast Asia.

Chennai continues to be colorful, chaotic and ever changing, but retains its historic charm and atmosphere. As Paul Theroux described while returning to the city in "Ghost Train to the Eastern Star," "The city I had known long ago as Madras had quadrupled in size and yet looked the same: mildewed colonial buildings, tropical gardens, the streets thick with traffic, and just to the west a long sandy shore and the sea breeze from the Indian Ocean ..."

Lively traffic is a fact of life in South India, but the multicolored buses make the experience a visual feast.

*Photo by Elise Hanna*





# Women's Ally

## FWP serves Mission Germany well

By Cheveda Fergerson, FWP coordinator for U.S. posts in Berlin, Hamburg, Düsseldorf and Leipzig, and  
Lisa Hecht-Cronstedt, FWP coordinator for U.S. Consulate General Frankfurt



Mission Germany has an active Federal Women's Program (FWP), led by volunteer, American direct-hire coordinators in Berlin and Frankfurt. The FWP, a worldwide U.S. program dating to 1967, promotes women's career opportunities and advancement in every area of federal service, and offers activities that vary from post to post.

Mission Germany's FWP program creates awareness of women's issues, promotes personal and professional development and provides a support network for women in federal government. It does so through internal and external programming and weekly newsletters on global women's issues. It also supports community morale, with help from its direct hires, eligible family members (EFMs) and Locally Employed (LE) staff.

The FWP is managed and developed at post level, and that calls for FWP coordinators who are community organizers, networkers, problem solvers and negotiators. As the program has no dedicated budget, the coordinator must gain funding for its programming. For example, the programming offered by the U.S. Embassy in Berlin for its annual International Women's Day (IWD) and National Women's History Month receptions was the result of coordination with the executive office, the community liaison office (CLO) and the Community Support Association. At CG Frankfurt, the FWP's larger events, such as its IWD celebration, were also co-sponsored with other sections, including the public affairs section (PAS), the Foreign Commercial Service (FCS) and the CLO. These collaborations boosted community morale and created forums for intersection and interagency discussion.

FWP does special programming in connection with the visits of female U.S. government officials and major observances. Last year, Embassy Berlin's environment, science and technology (ESTH) team received a female science fellow from the Environmental Protection Agency, who joined the two female ESTH team members to discuss U.S. policies on climate change and other environmental issues, and the role of women in science, technology,



Commercial Counselor Cindy Biggs moderates a 2016 women's program panel discussion.

*Photo by Jessica Fromularo*





engineering and mathematics. This discussion prepared embassy staff for conversations with contacts prior to the 2015 Paris Climate Conference.

The mission's FWP is also involved with annual women-oriented observances. In connection with National Women's Health Week, Embassy Berlin's FWP organized mental and physical health-related activities, including a meditation session, lunchtime walks/bike rides and a roundtable on confidence. In connection with the Susan G. Komen Race for the Cure, CG Frankfurt's FWP organized the post's first Consulate Luminaria Ceremony to celebrate cancer survivors, remember those who died and promote hope for a cancer-free world. The event included testimonials from cancer survivors and caregivers, music and candle lightings.

Mission Germany's FWP also has an active monthly meeting program. Its monthly roundtable series of discussions has involved talks on goal setting, negotiation, self-promotion and the role of women in the Foreign Service. Frankfurt's FWP, meanwhile, holds monthly brownbag lunches; recent ones included a discussion with a member of Executive Women at State, a training session on body language and a discussion of USAID's programs empowering women and girls in the Middle East. These regular events promote awareness of issues relevant to women in federal government and offer staff access to the knowledge and experiences of more senior colleagues.

Mission Germany's FWP coordinators brainstorm together on programming opportunities and resources. For instance, when Frankfurt's FWP, in cooperation with the post's CLO, organized its first Dual Career Seminar in October, staff from Berlin's CLO and human resources office participated. The event was broadcast in Berlin via videoconference so that the FWP could reach out to the mission community and offer perspectives about building and maintaining a dual career. At the event, a speaker from a Frankfurt university discussed local employment options for accompanying partners/spouses, a Family Liaison Office representative discussed the Department's Global Employment Initiative (GEI), a Frankfurt EFM provided a "dual career testimonial," and representatives of HR and the CLO discussed mission employment options.

Mission Germany's FWP commemoration of Women's History Month and IWD in March included events highlighting the



Participants in the Frankfurt Federal Women's Program's Dual Career Seminar included, from left, eligible family member (EFM) Eugenio Otero-Melendez, Frankfurt FWP Coordinator Lisa Hecht-Cronstedt, CLO Katya Stone, EFM Employment Coordinator Josie Lee and Senior HRO Eva Kaleta.

*Photo by Walter Wieland*

contributions of women globally and within the Department. Embassy Berlin screened videos of interviews with 16 women from throughout the embassy community. Those interviewed discussed their views on such issues as the importance of Women's History Month and the role of women in the Foreign Service. The videos, placed on the embassy's Facebook page, offer a glimpse into the embassy community and encourage those seeking Foreign Service careers.

At the same time, FWP Frankfurt, with PAS and FCS, held a breakfast event celebrating IWD. There, female professionals and local youths joined the consulate community to share experiences and best practices, and build support networks. Afterward, they watched a short film inspiring women to enter the field of computer science, and participated in a trans-Atlantic panel discussion on issues facing women working in male-dominated fields.

The FWP is an important program, and its coordinators encourage all employees to create active FWP programs at post and become FWP coordinators. More information is available at <https://www.few.org/our-focus-2/federal-womens-program/> ■





# Cultivating Leaders

## Mission practices midlevel mentoring

By Tammy Baker, chief, American Citizen Services, U.S. Consulate General in Hermosillo, Mexico

In late 2014, Mission Mexico implemented its Midlevel Leadership Development Program, one of the Department's first overseas leadership programs to support continued development for midlevel U.S. direct-hire employees.

The program is overseen by Don Jacobson, Mission Mexico's Minister-Counselor for Consular and Consulate Affairs (MCCA), who is passionate about developing leaders. "Leadership is a lifelong process, and while the formal training offered at FSI is terrific, most leadership learning occurs on the job via challenging and varied assignments, exposure to senior leaders, learning to deal with adversity and self-study," said Jacobson.

During his many overseas assignments, Jacobson realized that while there were formal programs for entry-level officers and Civil Service employees, there was a gap in addressing the leadership development needs of midlevel officers. To develop such a program, Jacobson worked with the deputy chief of mission and his colleagues in Embassy Mexico City's public affairs, economic, management and political sections, and with principal officers at the mission's nine consulates. Now, each mission post has a designated midlevel "champion" who's the point of contact for the development program and implements it locally.

The program has a leadership development action plan, a reading group, a monthly digital videoconference on leadership development and the mentoring program, which is essential for midlevel officers' development. Since its inception, the program has matched more than 50 midlevel officers with 35 senior officer mentors across Mission Mexico.

Many of the mentored midlevel officers have since become supervisors, and their mentoring by senior officers was critical to helping them make that transition. The counsel and advice of a more experienced colleague can provide vital assistance on navigating challenging situations, cultivating leadership and enhancing professional and personal development.

Senior officers involved say they were eager to volunteer to be mentors. Retired Ambassador Robert Weisberg, now advisor to the Export Control and Related Border Security (EXBS) Program in Mexico City, said mentoring isn't "a glorified advice channel," but instead "a collaborative venture, benefiting both the individuals and also the Foreign Service writ large. The dynamic nature of the ongoing conversation is so important, career perspectives can change dramatically from the prepromotion and bidding season to six months later when [an officer's] onward assignment and most recent EER are known quantities."

The program's success relies on the enthusiastic participation and commitment of midlevel and senior officers. "Consistent programming made it effective," as did the routines and practice involved, said Laura Williams, a midlevel officer at Embassy Mexico City who made it a point to meet regularly with her mentor. "Even when I feel pressed for time, I make every effort to fit it in and I am always rewarded by the camaraderie and time dedicated to thinking more deeply about leadership issues," she said.

To start the program, its coordinators sent a needs-assessment survey to midlevel employees from all agencies, including Foreign Service generalists and specialists on at least their third tour. The survey gathered data on the type of mentoring participants wanted, their time commitment and the best location of mentors. Similarly, the senior officers were asked about their preferred type of mentoring, their

willingness to mentor more than one midlevel officer, and their time commitment and willingness to mentor officers at other posts by phone. Due to the number of mentees and the mission's geographic breadth, senior officers were recruited to mentor multiple mentees. Based on the survey, the coordinators matched mentees with mentors and sent out introductory emails that included a mentoring agreement for both to sign that would determine the partnership's length, frequency of the meetings and the mentee's goals. The same agreement is also used in the Department's Civil Service Mentoring Program.

After eight months, the coordinators surveyed participants to gauge the program's success. More than 80 percent of the respondents were "very satisfied" or "somewhat satisfied," and approximately 88 percent said their mentor/mentee match was suitable. A full 70 percent expressed a desire to continue in the program with the same mentor. Of those who didn't want to continue, most had already departed Mission Mexico for their onward assignments. While approximately half of the mentees were located at a different post than their mentor, the survey showed that the partners interacted regularly via phone and email and there was no measurable difference between in-person and telephonic mentoring.

The survey also found mentoring's chief benefits included having a sounding board to discuss difficult situations, developing confidential, personalized access to a senior officer, and establishing a "safe place to talk" about such issues as bidding, EERs and career goals. Several mentees said they liked being able to discuss personal issues with someone outside their immediate chain of command or who was not at their post. Other respondents said they found it motivating to know of the interest in developing midlevel officers and that they would likely never have known or met their mentor without the program. One mentee praised his mentor for the mentor's broad perspective, and another praised her mentor for being one who "truly cared about my career and wanted to see me succeed."

Survey respondents said the program could be improved by adding a tracking mechanism to encourage more regularity in mentor-mentee meetings. Also recommended were holding quarterly check-in meetings between participants and program organizers and more emphasis on adhering to the mentoring agreement. Some mentors specifically requested training or pointers on successfully guiding mentoring conversations.

Some mentees said they were unsure what to discuss with their mentor. In the near term, Mission Mexico plans to use the program's videoconferences to discuss best practices for mentoring and how mentors and mentees can take advantage of their relationship.

In all, program participants say midlevel mentoring provided an enriching professional experience. In fact, the program has proven so successful that Mission Mexico has launched its second round, now serving officers who have arrived at post since last year. ■

Some mentees said they were unsure what to discuss with their mentor. In the near term, Mission Mexico plans to use the program's videoconferences to discuss best practices for mentoring and how mentors and mentees can take advantage of their relationship.

In all, program participants say midlevel mentoring provided an enriching professional experience. In fact, the program has proven so successful that Mission Mexico has launched its second round, now serving officers who have arrived at post since last year. ■



Minister Counselor for Consular and Consulate Affairs Don Jacobson discusses "The Courageous Follower" by Ira Chaleff with one of his mentees, midlevel Special Assistant Nyree Tripptree, in Mexico City.

Photo by Mariely Castillo



Principal Officer Karen Ogle meets with midlevel Political Officer Jacob Doty during a March mentoring session at the U.S. Consulate General in Hermosillo.

Photo by Leobardo Montero



Retired Ambassador and Export Control and Related Border Security Program Advisor Robert Weisberg meets with his mentee, Political Officer Laura Williams, in Mexico City.

Photo by Mariely Castillo



Public Affairs Officer Stephanie Syptak-Ramnath, right, mentors midlevel Front Office Staff Assistant Francesca Lichauco in Mexico City.

Photo by Mariely Castillo



# JOB SHARING

**Managers get two for price of one** By Rebecca Rose Nolan, Bureau of Economic and Business Affairs (EB)

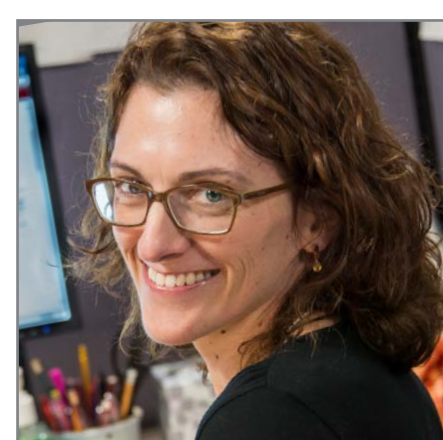
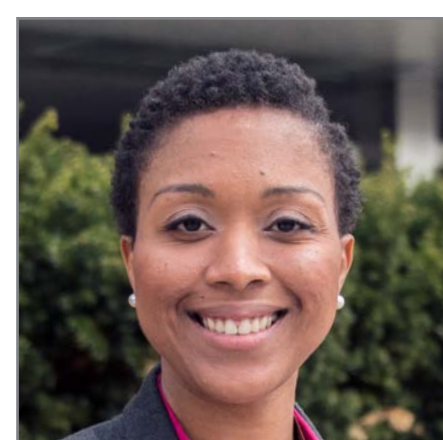
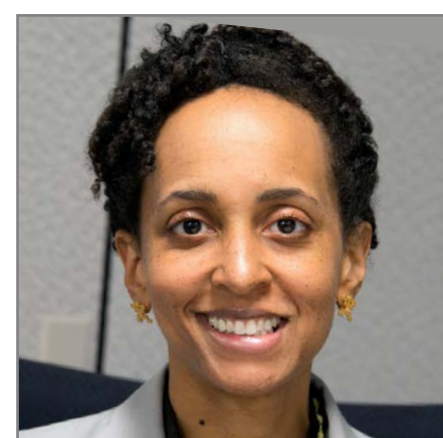
**A**fter my first child was born, I had no interest in leaving the job that I love in EB's trade policy shop. I discussed options with my supportive office director and deputy, and job sharing stood out as an attractive arrangement for me and my office.

Others in the Department may find the practice useful as well, though many are unaware of its existence. At present only 12 job sharing arrangements exist, involving 24 employees.

Job sharing is a form of part-time employment in which one position is filled by two part-time employees. Michael Karlsberg, the management analyst responsible for job sharing in the Bureau of Human Resource's Work-Life Division (WLD), says the practice is less common than alternative work schedules and teleworking. This may be because job sharing changes how much work an employee is responsible for completing. In job sharing, said Karlsberg, two people share the work of one full-time equivalent (FTE) slot and one FTE salary. Job sharers, thus, often can continue working among their colleagues in their areas of expertise.

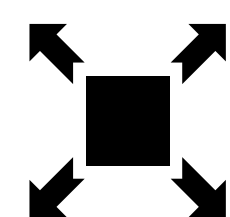
Job sharing can benefit an office, since each partner

brings different experiences, knowledge and ideas to his or her work. Rachel Waldstein and Jehan Jones-Radgowski, successful job share partners in the Bureau of Democracy, Human Rights and Labor, said their individual strengths combine to bring to the job a richer perspective on issues,



Jennifer Mitchell is partnered with Kara Cumberland on their shared job.

*Photo by Ed Warner*



**TAP** to  
view image







Jennifer Mitchell is partnered with Kara Cumberland on their shared job.

*Photo by Ed Warner*





Jehan Jones-Radgowski is partnered with Rachel Waldstein on their job share.

*Photo by Ed Warner*





Joelle Retener is partnered with Michelle Neyland on their job share.

*Photo by Ed Warner*





Kara Cumberland is partnered with Jennifer Mitchell on their job share.

*Photo by Ed Warner*





Janine Garcia shares a job with Jessica Gilbertsen.

*Photo by Ed Warner*



due in part to the extra viewpoint. Memos drafted by one partner are edited and reviewed by the other, presentations are considered and prepared by two experts, and analyses and strategies fuse two distinct perspectives.

Two other sharers, Michelle Neyland and Joelle Retener, in the Bureau of Education and Cultural Affairs, provide each other with feedback on ways they might manage challenges. For instance, they may confer on the best way to respond to a request, which adds value to the answer given.

Partners are inextricably linked to each other's schedules, which can challenge the duo, but benefit the office with greater continuity and less absenteeism. For example, if an employee is sick or on long-term leave, the partner would cover by being at work part of each week. When Neyland was on maternity leave, for instance, Retener began her job share, working half of each week to keep their projects moving. Partners may also rearrange their usual schedule to cover for each other or take turns working a full week and taking a week of leave.

Job share partners say they try to not let each other down, and this pressure spurs effectiveness. Neyland said she was motivated to work harder in order to leave projects in good shape for Retener, who would pick up the work during her days in office. Janine Garcia, who shares a job in the Bureau of Intelligence and Research with longtime colleague Jessica Gilbertsen, also spoke of wanting to work efficiently to avoid leaving extra work for Gilbertsen. Garcia said that she and Gilbertsen always seek to make the most of the limited time each spends in the office. Their efficacy has borne fruit: Garcia and Gilbertsen published a body of finished intelligence products in 2015 that were well-received by a wide range of policymakers across the interagency.

Despite the arguments in favor of job sharing, many who seek it face an uphill battle, often with their managers and their front offices. Waldstein and Jones-Radgowski found that their front office worried over how they would communicate with each other to ensure deadlines were not missed and tasks not dropped. Ultimately, the duo drafted and received formal

approval of a communications strategy that outlined how the pair would share notes and hold a hand-off phone call.

Often the prospective sharers can't win approval from their office leadership. One Foreign Service officer seeking a job share while bidding on a Washington assignment found office directors wary, and one worried whether tasks would fall through the cracks. Office directors often fear logistical problems, and weigh concerns over schedules, responsibilities and availability more heavily than they would for a full-time officer, said this FSO.

In my case, my office's deputy director, Carol Henninger, was worried that a job share would require a tremendous amount of extra work from her and was uncertain of how the arrangement would be structured. She wanted me to find a partner that suited our office, and a game plan that guaranteed effective work, but she remained open-minded and supportive. Henninger said she wanted to keep me as an employee and recognized the opportunity that would come from having two effective employees. Our office's heavy travel schedule, for instance, benefited from having an extra person to cover trade negotiations.

Even after gaining buy-in, other hurdles may loom. Garcia said job sharers need to be self-starters and will likely need to shepherd each step of the process themselves. When Neyland was awaiting the approval of her job share, she checked in frequently with the people in her bureau that needed to take action, once carrying a piece of paper from one person's desk to another's.

Creating a job share is not especially difficult or troublesome. The aspiring job sharer drafts a Memorandum of Understanding (MOU), which can contain terms and specifications about the arrangement and must be signed by the job sharers, their office leadership and representatives from the bureau's Executive Office, which provides the details to HR. Notably, job shares can be centrally funded, which helps reduce budget complications. Karlsberg said the only change from a bureau perspective is to the organization code: The total FTE number decreases by one, and the total number of part-time employees increases by two.

Job sharers often have young children or older relatives





who require care, but others may have an entrepreneurial goal, a hobby or just want more time for themselves. Kara Cumberland and Jennifer Mitchell, who've shared a position for nearly 10 years in two different bureaus, began by seeking flexibility to care for their then-young children. When Neyland raised the idea with her supervisor, she explained that she was acting in a position a level above her grade, renovating her house and eight months pregnant—she needed balance.

Beyond sheer employee need, there's a benefit for a prospective sharer if he or she has needed expertise. Garcia, for instance, began considering a job share while still pregnant, knowing that she wanted a better work/life balance but still believing her skill set could be of value to her office, even in a part-time capacity. Colleague Gilbertsen, a mother of three, also craved flexibility, and she and Garcia had worked together for nearly a decade, codrafting papers and cobriefing Department principals. While they weren't working on the same portfolio at the time, their managers knew they worked well together—and had experience in the office's issues. Garcia and Gilbertsen had each covered high-profile portfolios and were both INR terrorism analysts. They now share a counternarcotics portfolio but step in on terrorism issues as needed.

When partners agree to share a job's entire portfolio, they must guarantee their office that any task that arises will be completed, regardless of whose turn it is to work. Cumberland and Mitchell said a consistent work product is essential, and they pick up where the other has left off, as seamlessly as possible. Thus, a job share is successful when it is unremarkable to colleagues.

Effective communication is also needed for the sharing of

details between partners each week. My sharing partner, Jessica Mazzone, and I are in constant communication, emailing after every interagency phone call, staff meeting and even after our office director pops by to check on progress. We even keep each other updated on promotions, engagements and birthdays, and take turns attending trade negotiations. Our copious notes are essential for us to each brief office staff about the meetings.

Other sharers have other communication tactics:

- Waldstein and Jones-Radgowski have a weekly phone call and use Microsoft OneNote for daily updates;
- Cumberland and Mitchell have an organized shared drive where they can both access and work on documents;
- Neyland and Retener have access to each other's calendars and schedule appointments for each other as workflow dictates; and
- Garcia and Gilbertsen each work a half day on Wednesdays, but overlap for an hour to pass the baton on burning issues.

While WLD doesn't approve job share arrangements—that process begins in an employee's office and ends in employees' front offices—it does seek input from employees, shares best practices and provides guidance to those interested in job sharing. (WLD's job share listserv is on its website and provides prospective sharers the chance to correspond on partnership possibilities.)

Job sharing requires a bit of extra effort by all involved, but the benefits to job sharers, offices and to the work-life culture make it worth the investment. ■







By Leslie Texiera, special advisor, Bureau of Human Resources

**A**s they work with others via email and phone, many Department employees are unaware that the co-worker with whom they're working is a person with a disability. Employees with disabilities daily contribute greatly to the Department of State's mission and comprise a diverse, talented and agile workforce.

One such employee is Amanda Richard, who has a hearing loss but doesn't let that keep her from doing top-notch work, providing visual design support to offices using several multimedia tools. A visual information specialist in the Bureau of Administration Office of Archiving and Access Systems Management, Richard is "a valued graphic designer, who performs outstanding work, and sets a great example within A Bureau's Global Information Services and to the entire Department," according to her division chief, Andrew N. Blumenthal.

Richard said she hopes to inspire others by proving that having a disability should not hinder anyone's quality of life—either professionally or personally. Richard is also the communications chair of the Disability Action Group (DAG), an employee affinity group.

Another standout employee who has a disability is Doug Surette. Surette, a systems administrator and information management specialist at the U.S. Embassy in Chisinau, Moldova, is deaf but says it is no obstacle. When he was being introduced to a group of deaf university students in Chisinau, he was told by one: "You're a diplomat? But you're deaf."

His response: "You see 'impossible,' I see 'I'm possible'—you can be anything you want to be."

Surette says those facing barriers to communication can come up with unique solutions.





Another Foreign Service officer who excels and has a disability is Alexander Barrasso. The deputy political/economic counselor at the U.S. Embassy in Prague, Barrasso was previously chargé d'affaires and deputy chief of mission at the U.S. Embassy in Brunei. He has held consular, economic, public diplomacy and political positions.

He has also received several Department awards. The reason might be because, as a former supervisor, Michael Morrow, put it: “I was always impressed with how Alex conducted public diplomacy. In Thailand, he did outreach events that highlighted his disability as a triumph for equal employment opportunity in the U.S. government. This was and continues to be an excellent message for foreign (and domestic) audiences to hear.”

Inspired by such examples, the Bureau of Human Resources (HR) seeks to recruit additional staff members who have disabilities. To that end, HR hired Lana Hiland in 2015 as selective placement program coordinator in the Disabilities and Reasonable Accommodations Division (HR/OAA/DRAD). Hiland recruits and assists job applicants with disabilities, working with Andrea Starks-Smith, the HR Office of Recruitment, Examination and Employment recruiter, whose portfolio includes people with disabilities. The Department increased its number of people with disabilities in FY 2015 by 230 percent over the previous year.

To recruit, HR participates in events at Gallaudet University, which serves those with hearing disabilities, and places information in such publications as *Careers & the disABLED*. It also showcases videos of employees with disabilities on <https://careers.state.gov>, and in its online advertising.

HR is working hard to retain such employees, providing the tools and support they need so they can work to their full potential. One way HR does this is through its new Office of Accessibility and Accommodation (HR/OAA), which centralizes disability policies and services, and encompasses DRAD and its services. OAA works with applicants and employees to identify the appropriate reasonable accommodation needed, and to show them how to apply for a job, perform the required duties or enjoy the benefits and privileges of employment.

DRAD analysts help employees obtain accessible technology, such as screen readers that read text appearing on the computer screen aloud for employees who are blind or have severe visual impairments, or assistive technology video phones for employees who are deaf, thus



DRAD Director Patricia Pittarelli takes a call in her office.

*Photo by Amanda Richard*



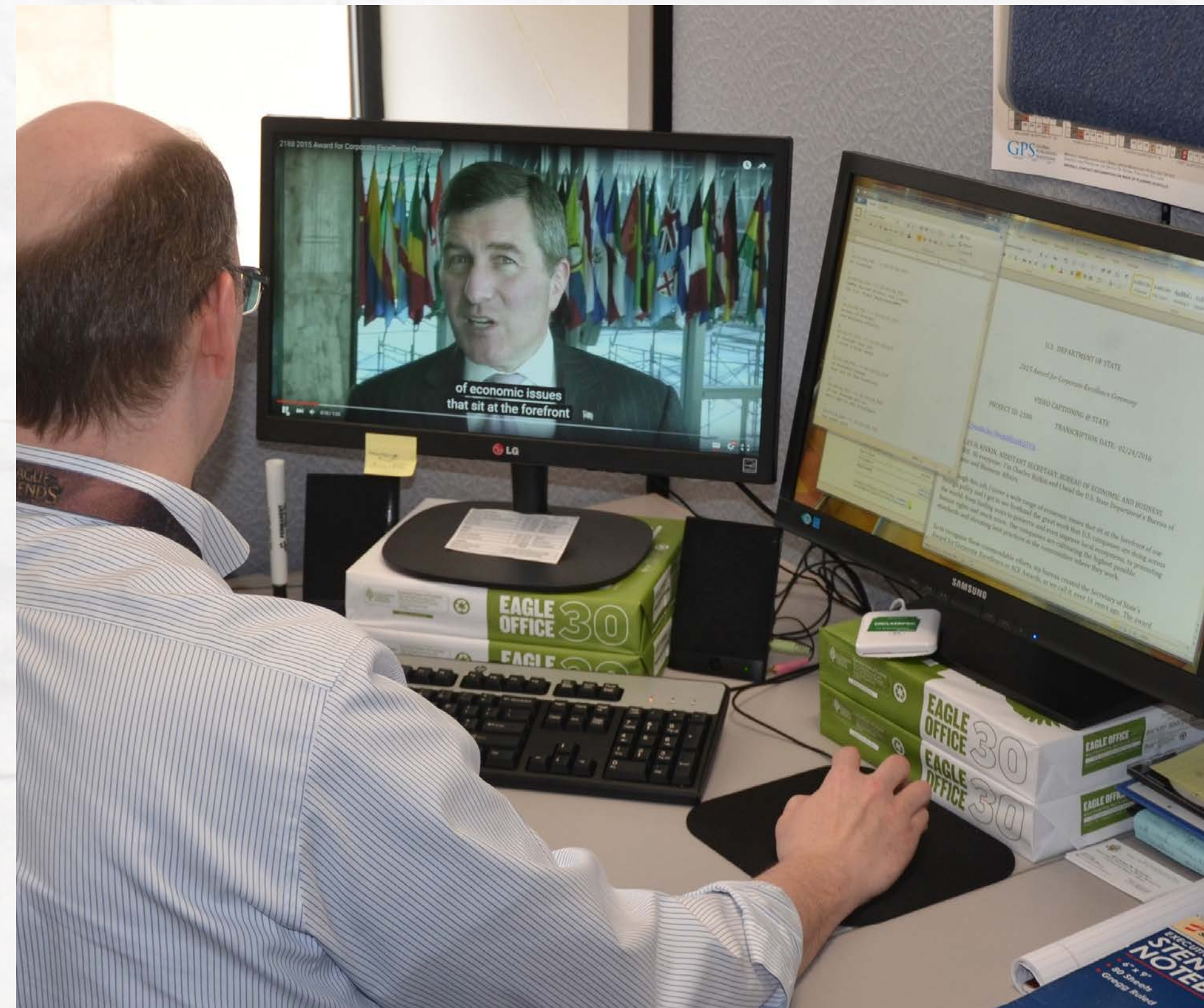


enabling them to use sign language to communicate with the other party. DRAD's state-of-the art Computer Accommodations Technology Center (CATC) provides hands-on exploration of assistive technology solutions for people with a broad spectrum of disabilities. Employees can schedule a comprehensive technology assessment to identify the best combination of tools and technologies allowing employees to meet the essential functions of their employment. For additional information, email [ReasonableAccommodations@state.gov](mailto:ReasonableAccommodations@state.gov).

The Accessibility Division of OAA includes the Department's Section 508 manager, the person responsible for implementing the federal statute requiring federal electronic and information technology to be accessible to people with disabilities. The video captioning program and IRM's Program for Accessible Computer/Communication Technology will become part of the new Accessibility Division.

HR is also developing a "disabilities roadmap" to provide a one-stop resource on Diplopedia for information about all Department offices and services related to disabilities. Thus, employees with disabilities will be able to find out how to request services such as a reasonable accommodation, a disability parking permit or video captioning. They'll also get access to information about everything from creating accessible websites or documents to requesting disability retirement.

HR works with the Office of Civil Rights (S/OCR), which promotes fairness, equity and inclusion throughout the Department and manages complaints under the Equal Employment Opportunity process. It also hosts or supports speaker series, special events and mentoring, and sponsors employee affinity groups, including the Disability Action Group. With more than 190 members, the group works with offices, such as OAA and S/OCR, to promote full and equal participation of people with disabilities, while providing a forum for information exchanges and advocating for the rights of people with disabilities throughout the Department. ■



Keith Akins, a senior customer service specialist in the video captioning program, reads the transcript of a video on one screen as he views the video on a second screen. *Photo by Amanda Richard*





# Eco-Leaders

Council announces annual greening award winners

By Caroline D'Angelo, eco-management analyst, MPRI

This year's Greening Diplomacy Initiative (GDI) awards honored U.S. Consulate General Ciudad Juarez, Embassy Lusaka and several other posts. The awards, given each Earth Day for the past seven years, recognize innovation and entrepreneurship for climate action at U.S. Embassies and Consulates.

Consulate General Ciudad Juarez received the top honor from the Department's Greening Council for its environmental leadership, both on and off the compound. The Council named Embassy Lusaka the runner-up and awarded Tri-Mission Rome an honorable mention.

Recognizing Ciudad Juarez's critical location along migratory bird paths, the consulate general revamped its landscaping in 2013 to obtain a National Wildlife Federation Backyard Habitat certification using native plants that are drought-tolerant. The post also grew gardens for bees and butterflies—protecting the Monarch butterfly population has become a priority—and hosted an annual Green Race and Eco-Fair for the community, providing opportunities for discussion and learning. For Earth Day this year, post staff members talked to local schoolchildren about waste management and recycling, using the lifecycle of a soccer ball as an example.

The post also supported a two-day camp for students on environmental issues and worked with a local NGO to create a fund called Green Projects Against Climate Change. The fund supported environmental education, a recycling platform and drip irrigation as part of a local park's carbon reduction efforts.



Senior Advisor for Energy and Environment and Greening Council Executive Secretary Landon Van Dyke opens the award ceremony. *State Department photo*

**“The Department of State’s Greening Diplomacy Initiative is our long-standing effort to not only support our environmental policy priorities through action in our embassies and consulates, but also help catalyze climate action and innovation in our host cities and countries alongside private and public sector partners.”**  
**- Adam E. Namm, Director of the Office of Management Policy, Rightsizing and Innovation**

“We are thrilled that Ciudad Juarez’s long-standing efforts have been recognized by the Greening Council,” said former Assistant Secretary of State for Western Hemisphere Affairs Roberta Jacobson, who was recently confirmed as U.S. Ambassador to Mexico. “Our Mission in Mexico is dedicated to supporting efforts to protect unique wildlife populations, as well as other sustainability initiatives like recycling and energy efficiency measures. I am extremely proud of our employees in Mexico, who have worked hard to put our environmental priorities into action. This award is a tangible result of the great partnership between Mexico and the United States on the environment and climate action,” Jacobson added.

Embassy Lusaka, meanwhile, was noted for its implementation of water, paper and energy conservation measures. It has a reusable-bag borrowing system and has reduced the sale of plastic water bottles by 50 percent through an awareness campaign. The embassy building is the

first Leadership in Energy and Environmental Design (LEED)-certified building in Zambia. On Earth Day this year the embassy participated in a local Fishackathon and screened the movie “An Inconvenient Truth.” It also partnered with the Zambian government to fight deforestation and climate change through increasing the use of more efficient cook stoves.

Tri-Mission Rome obtained the Department’s first LEED Certification for Existing Buildings—a great accomplishment, especially since its facility is nearly 100 years old. The Tri-Mission also supported the launch of an Eco-Capitals Forum chapter in Rome, joining Washington, D.C., and Bangkok, Thailand, in hosting this platform for diplomatic communities to support cities’ sustainability goals.

Other GDI awards were chosen by employee vote. Mission India and U.S. Embassy Amman won with 4,000 and 2,000 votes respectively. Employees noted Mission

India’s innovative whole country approach to greening that focused on conserving natural resources. Consulate General Kolkata, for example, reduced water use by 45 percent through waste water recycling. The mission also shares with the public its air quality monitoring data from each of its facilities and has a public website that discusses its greening efforts.

Embassy Amman has worked hard to save energy and water in a dry climate, avoiding more than \$1.6 million in costs. The post has also partnered with local groups to recycle everything from batteries to glass.

“The Department of State’s Greening Diplomacy Initiative is our long-standing effort to not only support our environmental policy priorities through action in our embassies and consulates, but also help catalyze climate action and innovation in our host cities and countries alongside private and public sector partners,” said Director of the Office of Management Policy, Rightsizing and Innovation Adam E. Namm at the ceremony.

Deputy Director of the Bureau of Overseas Buildings Operations (OBO) Casey Jones also awarded three honorable mentions for energy efficiency achievements to Embassy New Delhi, the American Institute of Taiwan (AIT) and Embassy Mexico City. These efforts have yielded energy and cost savings. For example, AIT’s five buildings achieved an energy savings of nearly 650,000 kilowatt hours from 2014 to 2015—equivalent to 59 U.S. homes’ annual electricity use. Meanwhile, energy efficiency measures at Embassy Mexico City’s 30 largest buildings yielded annual savings of \$240,000 when compared with similar buildings in OBO’s portfolio.

Full stories on the awards are available at [state.gov/green](http://state.gov/green) and more information is available from the author or at [www.state.gov/green](http://www.state.gov/green). ■



Deputy Director of the Bureau of Overseas Buildings Operations Casey Jones, right, presents an honorable mention award to Embassy New Delhi for its energy conservation work. Receiving the award is Deputy Assistant Secretary for South and Central Asian Affairs Manpreet Anand. *State Department photo*



Director of Management Policy, Rightsizing and Innovation Adam Namm discusses the importance of the GDI Awards as Acting Principal Deputy Assistant Secretary for Oceans and International Environmental and Scientific Affairs Anne Hall looks on. *Photo by Caroline D'Angelo*



# FACE-TO-FACE



**Face-to-Face**  
is a multimedia  
platform for  
Department officials  
from around the globe  
to share insights on  
life, leadership and  
diplomacy.





# ARE YOUR HEALTH SCREENINGS UP TO DATE?

## Medical Report

By Lindy Nester, medical provider, Office of Medical Services

**C**urrently, there is a debate regarding the necessity of annual physical exams for average, healthy adults. While the Department requires a medical clearance exam prior to entering the Foreign Service, it allows employees to fill out a form (DS 3057) waiving the annual exam if there have been no major medical changes. However, an important topic that is often discussed at the annual physical is the necessity of recommended screenings.

The United States Preventive Services Task Force (USPSTF) is an independent, voluntary group of experts in preventative and evidence-based medicine that evaluates the evidence to determine which medical screenings are worthwhile. As with all things in medicine, we say first, do no harm. Therefore, for any screening to be recommended, whether to prolong life or detect disease at an early stage, the benefits must outweigh the risks. Risks can vary from the seemingly benign, such as psychological stress from a test, to the major, such as an unintended complication from a procedure.

The task force ranks its recommendations as: A and B, meaning recommended; C, for selectively recommended based on the medical provider and patient's judgment/preference; D, for not recommended because benefits do not outweigh risks; and I, meaning current evidence is insufficient to assess it. The task force has guidelines that vary depending on one's age, gender, family history, medical history, etc. A few common or recently changed guidelines are highlighted below.

**Lung Cancer Screening, grade B:** Those ages 55–80 who have a 30 “pack year” history of smoking and are still smoking or quit less than 15 years ago, should have an annual CT (CAT) chest scan to screen for lung cancer. Pack years are calculated by multiplying the number of packs of cigarettes smoked per day by the number of years you smoked.

**Breast Cancer Screening, grade B/C/I:** USPSTF fairly recently changed its guidelines regarding screening mammograms. First, for all women, it recommends screening mammograms every other year, not yearly. They concluded that biennial screenings preserve most of the benefits of annual screening while cutting a screening's potential harm nearly in half. Waiting a longer interval could reduce the benefits of screening. The grade for this recommendation varies by age: Those ages 40–49 received grade C, because at a younger age you are more likely to have a false positive test; those ages 50–74 received grade B, because the risks/benefits profile for detecting breast cancer at this stage is best; those older than 75 received a grade of I, because there is not sufficient evidence to determine if continued screening past age 75 is beneficial. These guidelines are only for females with average breast cancer risk. Women with a strong family history or known breast cancer susceptible gene (BRCA genetic positivity) should likely be screened more frequently.

**Prostate Cancer Screening, grade D:** The USPSTF no longer recommends using the blood prostate specific antigen (PSA) level for prostate cancer screening. PSA-based screenings result in significant over-diagnosis of prostate cancer that would likely remain asymptomatic over a man's lifetime.

**Alcohol Misuse, grade B:** The task force recommends that every adult discuss his or her alcohol use with his or her medical providers.

All USPSTF recommendations and summaries of evidence can be found online. Your health and well-being are important to the Office of Medical Services. If you have questions or concerns regarding any screening that you feel may apply to you, please visit or call your Health Unit. ■





# WILD IN STATE: NEW BONUS PROMOTION PRECEPTS

## MANAGING ACROSS SPECIES

THE TAPIRS IN POLITICAL DON'T  
FEEL YOU EMPOWER THEM.



## SUPERIOR SASQUATCHINESS

BERNARD, THIS  
BRIEFING MEMO  
IS ESPECIALLY  
SQUATCHY!



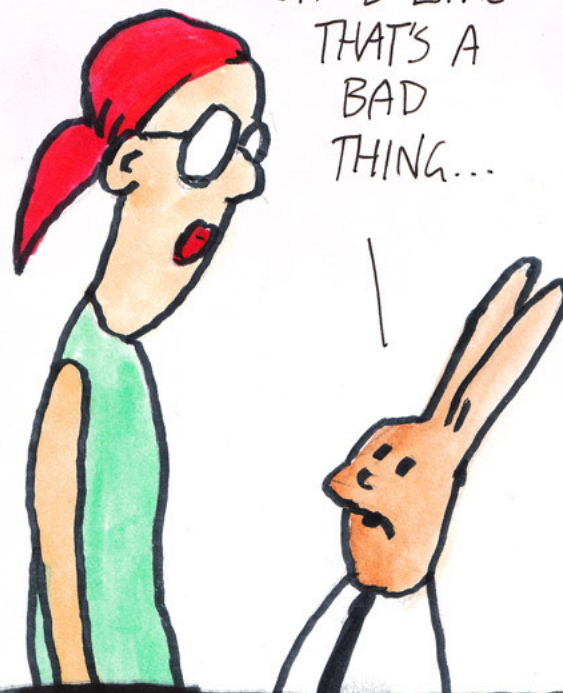
## APATOSAURAL EFFECTIVENESS

WELL, I GUESS WE  
KNOW WHERE  
LAUREL COMES  
DOWN ON THAT  
CONSULAR MEMO...



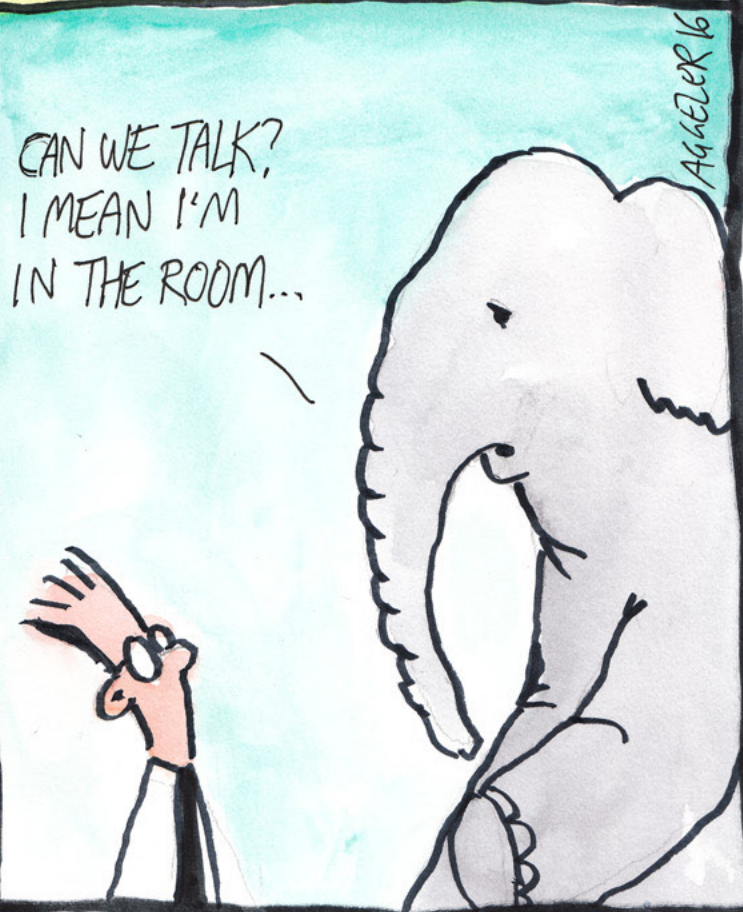
## STRATEGIC BUNNY MANAGEMENT

YOU SAY MY ECON  
REPORTING PLAN IS  
HARE-BRAINED LIKE  
THAT'S A  
BAD  
THING...



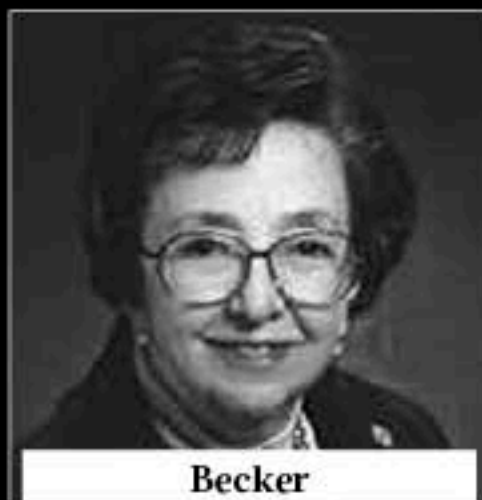
## PACHYDERM POLICY OUTCOMES

CAN WE TALK?  
I MEAN I'M  
IN THE ROOM...





# In Memoriam



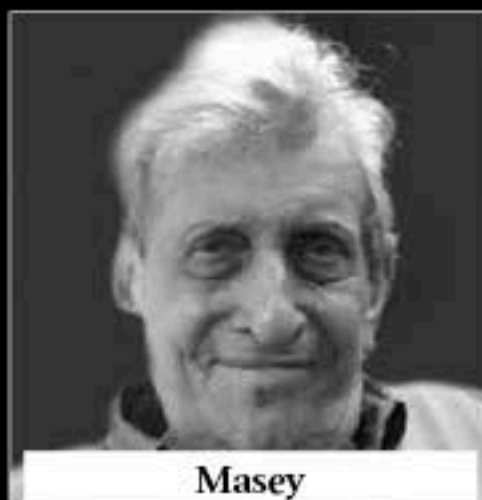
Becker



Clark



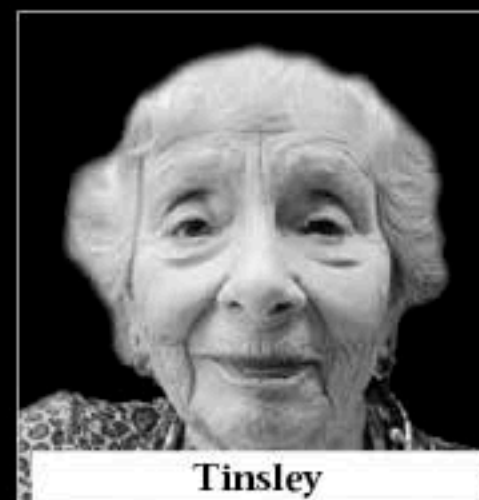
Endsley



Masey



Palluth



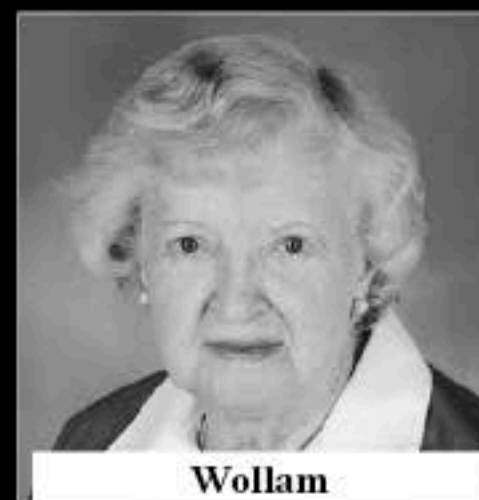
Tinsley



Torres



Whitaker



Wollam



Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary, please contact Michael Hahn at [hahnmg@state.gov](mailto:hahnmg@state.gov) or (202) 663-2230.





# In Memoriam

## Gloria C. Becker



Gloria C. Becker, 89, a retired FSO, died Feb. 15 at Suburban Hospital in Bethesda, Md. Before joining the Department in 1980, she was a Foreign Service wife from 1947 to 1965. She accompanied her husband who served in Madras, Colombo, Gothenburg, Kabul and Bombay. In Washington, D.C., she administered the Afghan Legal Training program at George Washington University. As an FSO, she was posted to Yaoundé and Nouakchott. After leaving the Department in 1986, she was an active volunteer in her Friendship Heights community in Washington, D.C., as well as at All Saints Church in Chevy Chase, Md.





# In Memoriam

## Patricia R. Clark



Patricia R. Clark, 89, a retired FSO, died Nov. 7 in San Rafael, Calif. She joined the Department in 1967, retired in 1999 and worked another 10 years as a WAE. A native of Iowa Falls, Iowa, she donated her extensive art collection to her hometown, where it is housed in a restored Carnegie library building. It features works from countries where she served, including Italy, Vietnam, France, Cameroon, Ecuador, Denmark, Mexico, The Congo (Kinshasa), Germany, Sierra Leone, Poland, Senegal, Guinea (Conakry), Sudan, Ghana, Russia, Romania, Ivory Coast, Kazakhstan, Turkey and Morocco.





# In Memoriam

## Susan Tolnay Endsley



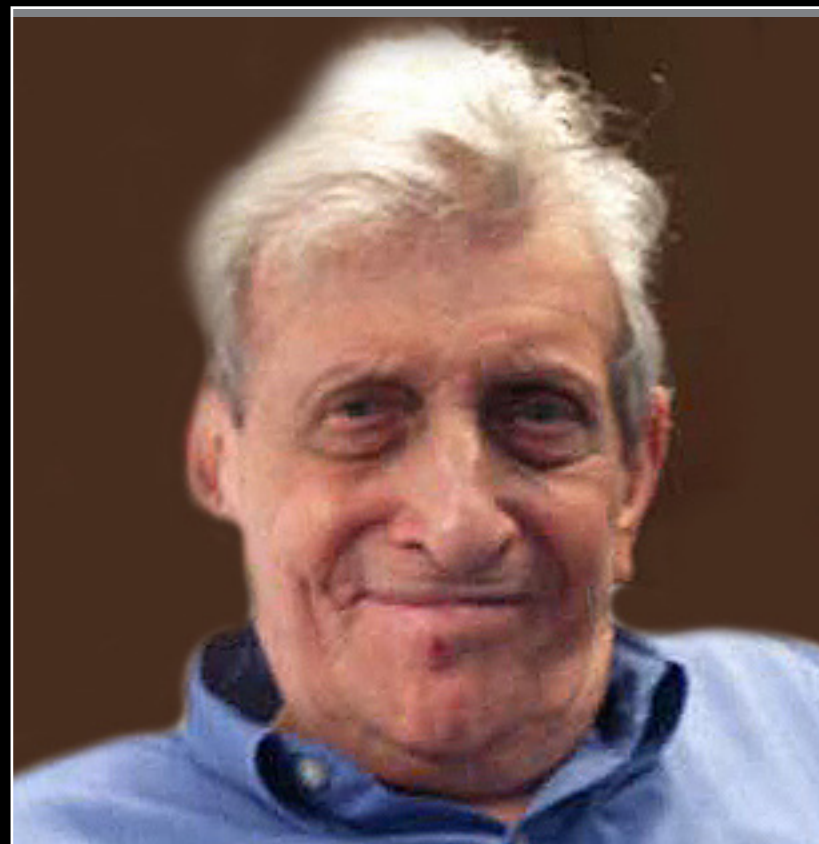
Susan Tolnay Endsley, 86, wife of former USIA officer Dan Endsley, died in her sleep in Mountain View, Calif., on April 9. Between 1967 and Dan's retirement in 1980, they served together in São Paulo, Washington, D.C., and Manila. (She remained in California while her husband served in Saigon.) During their Foreign Service tenure, her ability to speak Hungarian, Spanish, French and Portuguese was an asset. After retiring they traveled, played bridge and avidly rooted for their Bay Area teams. Dan passed away from complications of Alzheimer's disease in 1986.





# In Memoriam

## Jack Masey



Jack Masey, 91, a retired FSO, died March 13 in New York City. He served in the Army during World War II, joined the Department in 1951 and was posted to India as exhibits officer. He became USIA's design director for exhibition exchanges and world fairs, where he engaged top American artists and architects. His projects included the 1959 American National Exhibition in Moscow, the U.S. pavilions at Expo '67 in Montreal and Expo '70 in Osaka, and the U.S. bicentennial's "The World of Franklin and Jefferson." He retired in 1979 to pursue design and exhibition projects throughout the world.





# In Memoriam

## Alice-Marie Palluth



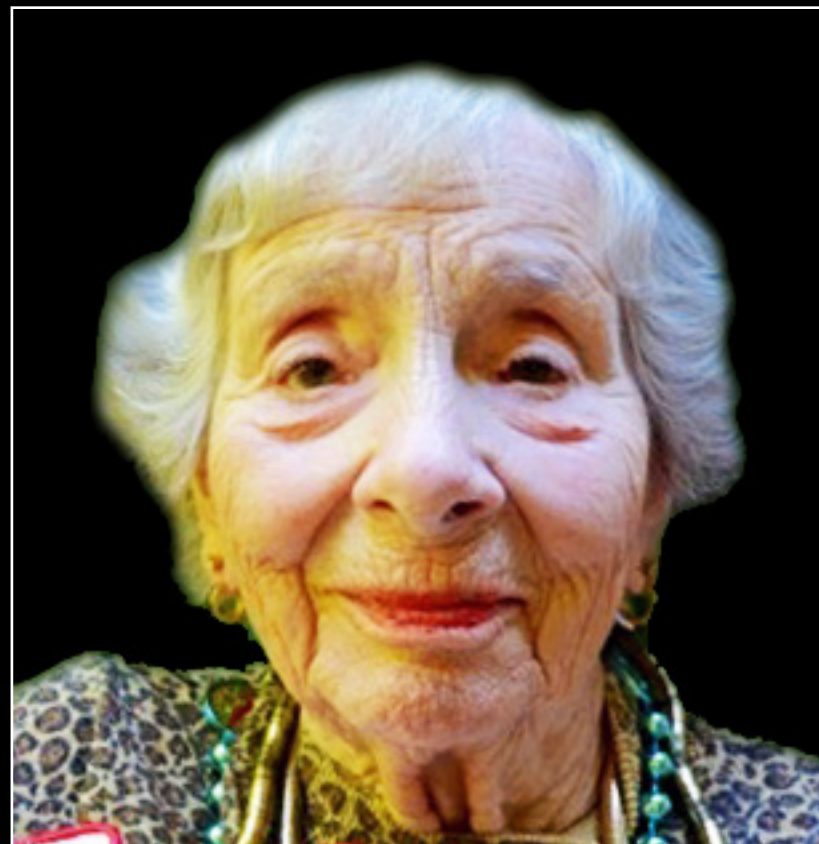
Alice-Marie Palluth, 101, a retired FS secretary, died Jan. 28 at her niece's home in Ann Arbor, Mich. After eight years at the Social Security Administration, she joined the Department in 1945 and served at posts in Egypt, Bermuda and Thailand. In Washington, D.C., she worked for technical services until her retirement in 1979. She had lived at the Watergate building since its inception and enjoyed many interests including decorative arts and regional history.





# In Memoriam

## Carolyn Wesley Tinsley



Carolyn Wesley Tinsley, 101, a retired Foreign Service secretary died March 19 in San Rafael, Calif. She was born in Toronto and left home in her 20s to become an actress in New York. In her 30s she became a naturalized American citizen. She joined the Department in 1959 and worked for ambassadors in Brussels, Rome and Paris. In her 60s, she and her beloved cat retired to Marin County, where she volunteered for Guide Dogs for the Blind and the Cancer Society. She continued to travel well into her 90s.





# In Memoriam

## Beatrice Gonzalez Torres



Beatrice Gonzalez Torres, 53, an active-duty Civil Service employee, died March 30 in Houston, Texas, of unknown causes. She was a native Houstonian and joined the Bureau of Consular Affairs' Houston regional office as a passport specialist in 2004. She loved to travel, volunteer and attend church bazaars, and everything to do with flowers. She had a phenomenal memory and reminded people of important dates and holidays. No matter how much time passed, she would never forget to wish someone a happy birthday. She will be remembered for her intellect, sense of humor, and most of all, her impersonations.





# In Memoriam

## Jonita I. Whitaker



Jonita I. Whitaker, 59, died April 8 of a cerebral aneurysm in Pretoria, South Africa, where she was management counselor at the U.S. Embassy. A career member of the Senior Foreign Service, she also served in Khartoum, Addis Ababa, Bamako, Maputo, Basrah and Naples. She was a Pearson Fellow in the office of the late Rep. Donald Payne of New Jersey. She is survived by husband, Eric, an FSO, their daughter Ginger and son Jordan. She earned numerous honor and service awards.





# In Memoriam

## Jean Farr Wollam



Jean Farr Wollam, 98, a retired FSO, died Jan. 10 in Carlsbad, Calif. She joined the Department in 1945. Her postings included Berlin, Frankfurt, Bogota, Monterrey, Saigon, Phnom Penh, Beirut, Athens, Lagos and Rome. She retired in 1976 and six years later married fellow retired FSO Park Wollam. They settled in Rancho Bernardo, Calif., and then moved to Carlsbad where Park died in 2002. She loved travel, golf, operas and to correspond with her worldwide friends. In her 90s, she wrote a memoir, "Around the World in 30 Years." Both her stepson and daughter-in-law are in the Foreign Service.





# End State



The Mauritshuis art museum, left, and Binnenhof, the seat of the States General of the Netherlands, are reflected in Lake Hofvijver at dusk in The Hague. *Photo by Roman Boed*